Canadian Food Inspection Agency

2008–2009 Estimates

Part III — Report on Plans and Priorities

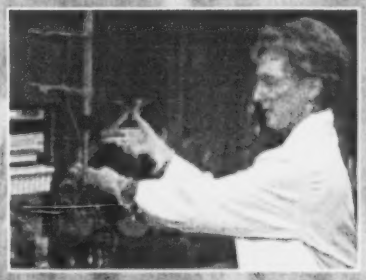
Approved:

The Honourable Gerry Ritz
Minister of Agriculture and Agri-Food and
Minister for the Canadian Wheat Board

Canadian Food Inspection Agency | Agence canadienne d'inspection des aliments

Report on Plans and Priorities

2008–2009



Canada

Vision:

To excel as a science-based regulator, trusted and respected by Canadians and the international community.

Mission:

Dedicated to safeguarding food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy.

Statement of Values:

Our Values

As employees of the Canadian Food Inspection Agency . . .

- We value scientific rigour and professional and technical competence. These play a crucial role in our decision making. We do not manipulate science to achieve a desired outcome but acknowledge that other factors must be taken into account in this decision making.
- The reputation and credibility of the Agency are vital to our ability to deliver our mandate. As such, we behave, internally and externally, in a way that trust is preserved.
- We are proud of the contributions we make to the quality of life of Canadians. We value dedication and responsiveness from all employees day to day and, particularly, during an emergency.
- We value competent, qualified and motivated personnel, whose efforts drive the results of the Agency.
- To develop effective policies and strategies, we value the perspectives of the stakeholders who are affected by our decisions.
- We maintain our regulatory independence from all external stakeholders. We have the courage to make difficult and potentially unpopular decisions and recommendations, free from personal bias.
- We are committed to our physical and psychological well-being.

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Section I: Overview

This section provides an overview of the organization, the strategic planning context, and the program and management priorities.

1.1 Minister's Message

I am pleased to present the Canadian Food Inspection Agency's (CFIA) *Report on Plans and Priorities* for 2008–09. This plan details how the Agency intends to use its resources to deliver its mandate of safeguarding Canada's food supply and protecting the animals and plants upon which safe and high-quality food depends.

Since being appointed Minister in August 2007, I have been impressed by the teamwork and sense of dedication shown by the partner organizations in the Agriculture and Agri-Food (AAF) Portfolio. These organizations—Agriculture and Agri-Food Canada, the CFIA, Farm Credit Canada, the Canadian Grain Commission, the Canadian Dairy Commission and the National Farm Products Council—have different mandates, different roles and responsibilities and operate under different legislation. However, the organizations' common denominator is their shared goal of supporting and enhancing the agriculture and agri-food sector.

Now under the vision of *Growing Forward*, we are striving to build a profitable and innovative industry that seizes emerging market opportunities and contributes to the health and well-being of Canadians. I am relying on the continued collaborative efforts of a strong AAF Portfolio to realize this vision, while delivering the best possible services to our farmers and benefits for all our citizens.

During the coming year, the Government of Canada, as outlined in the Speech from the Throne, will introduce measures on food safety to ensure that Canadian families can continue to have confidence in the quality and safety of what they buy. The CFIA will play a key role in the development and implementation of these important measures.

It will also be important that the CFIA, Canada's largest science-based regulatory Agency, continues to build its multi-jurisdictional partnerships with other areas of government and industry as it addresses issues such as emergency planning in the event of an animal or plant disease outbreak or a pandemic.

The CFIA has close to 7,000 dedicated professionals delivering its programs across this country. I have every confidence in their ability to focus on the priorities outlined in this report.

The CFIA will be reporting on the progress against this plan in the Agency's 2008–09 Performance Report.

The Honourable Gerry Ritz
Minister of Agriculture and Agri-Food
and Minister for the Canadian Wheat Board.

1.2 Management Representation Statement

I submit for tabling in Parliament, the 2008–09 *Report on Plans and Priorities* (RPP) for the Canadian Food Inspection Agency.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2008–09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:*

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- It is based on the Agency's strategic outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Carole Swan
President, Canadian Food Inspection Agency

1.3 President's Message

On behalf of the Canadian Food Inspection Agency (CFIA), I am pleased to bring forward the Agency's *Report on Plans and Priorities for 2008–09*.

The Agency celebrated its 10th anniversary in 2007. Staff can be proud of what has been accomplished over the past ten years as they have worked with dedication and skill to safeguard Canada's food supply and the plants and animals upon which safe food depends.

Looking ahead to the future, I am confident we will build on the legacy of our first decade by enhancing and modernizing our regulatory system and program delivery to meet evolving needs.

CFIA's plans and priorities link directly to the Government of Canada's priorities for bolstering economic prosperity, strengthening security at the border and of the safety of the food supply, protecting the environment and contributing to the health of Canadians. It is through these means that the CFIA will support the government's commitment to address food safety concerns to ensure that Canadians continue to have high confidence in the safety and quality of food available on the Canadian marketplace.

We will also focus on the renewal of the CFIA to ensure we continue to foster the knowledge and skills needed to sustain our tradition of excellence and leadership.

Carole Swan
President, Canadian Food Inspection Agency

1.4 Plans and Priorities Overview 2008–09

<table>
<tr><td></td><td colspan="7">CFIA'S MANDATE</td></tr>
<tr><td></td><td colspan="7">The Canadian Food Inspection Agency (CFIA) is mandated to safeguard Canada's food supply and the plants and animals upon which safe and high-quality food depends.</td></tr>
<tr><td></td><td colspan="7">GOVERNMENT OF CANADA OUTCOMES</td></tr>
<tr><td></td><td colspan="2">Healthy Canadians</td><td colspan="3">Strong economic growth

A clean and healthy environment</td><td colspan="2">A fair and secure marketplace

A prosperous Canada through global commerce</td></tr>
<tr><td></td><td colspan="7">CFIA'S CONTRIBUTION</td></tr>
<tr><td>OUR STRATEGIC OUTCOMES</td><td colspan="2">Public health risks associated with the food supply and transmission of animal disease to humans are minimized and managed</td><td colspan="3">A safe and sustainable plant and animal resource base</td><td colspan="2">Contributes to consumer protection and market access based on the application of science and standards</td></tr>
<tr><td>PROGRAM ACTIVITIES</td><td>Food Safety and Nutrition Risks</td><td>Zoonotic Risk</td><td>Animal Health Risks and Production Systems</td><td>Plant Health Risks and Production Systems</td><td>Biodiversity Protection</td><td>Integrated Regulatory Frameworks</td><td>Domestic and International Market Access</td></tr>
<tr><td colspan="8">CFIA'S FOUNDATION

Sound science • An effective regulatory base • Effective inspection delivery • Strong partnerships</td></tr>
</table>

Financial Resources ($ millions):

	2008–09	2009–10	2010–11
Gross Planned Spending	660.3	619.4	606.4
Less: Respendable Revenue	55.0	55.0	55.0
Net Planned Spending	605.3	564.4	551.4

Human Resources (FTEs)[1]:

2008–09	2009–10	2010–11
6,294	6,182	6,107

The CFIA's following five priorities have been established by management and identify critical areas of focus necessary to achieve the Agency's strategic outcomes.

Program Priorities	Type
1. Enhancing regulatory compliance, with a focus on safety of domestic and imported food	Ongoing
2. Strengthening preparedness to mitigate and respond to animal and plant diseases and pests	Ongoing
3. Improving the program and regulatory framework to support continued consumer protection and economic prosperity	Ongoing
Management Priorities	**Type**
4. Implementing Human Resources Renewal	New
5. Enhancing alignment and coordination within the Agency to better integrate risk management into effective policy development, program design and program delivery	Ongoing

[1] Full Time Equivalents (FTEs) are different than the number of staff the Agency has. An FTE of 1.0 means that the person is equivalent to a full-time worker, while an FTE of 0.5 means that the person is working only half-time.

1.5 Introduction to the Agency

The Canadian Food Inspection Agency (CFIA) is Canada's largest, science-based regulatory agency. It is responsible for the delivery of all federally mandated programs for food inspection, plant and animal health products and production systems, and consumer protection as it relates to food. The CFIA's mandate is vast and complex, with responsibilities flowing from 13 federal statutes and 42 sets of regulations.

With close to 7,000 dedicated professionals working across Canada, the CFIA is committed to serving Canadians by protecting public health, contributing to economic growth, and protecting Canada's environment.

The sectors regulated by the CFIA include agriculture, agri-food, fish, seafood, plant, nursery and forestry. Those who benefit from the Agency's services include farmers, fishers, foresters, processors, distributors (importers and exporters) and—ultimately—all Canadian consumers.

Key to the CFIA's success are several interrelated and integral factors—sound science, an effective regulatory base, the delivery of effective inspection programs and the fostering of strong partnerships. In an international context, the CFIA strives to ensure that the international regulatory framework, as it relates to the Agency's mandate, is strong, coherent and science-based.

THE CFIA'S LEGISLATIVE AUTHORITY

- *Agriculture and Agri-Food Administrative Monetary Penalties Act*
- *Canada Agricultural Products Act*
- *Canadian Food Inspection Agency Act*
- *Consumer Packaging and Labelling Act* (as it relates to food)
- *Feeds Act*
- *Fertilizers Act*
- *Fish Inspection Act*
- *Food and Drugs Act* (as it relates to food)
- *Health of Animals Act*
- *Meat Inspection Act*
- *Plant Breeders' Rights Act*
- *Plant Protection Act*
- *Seeds Act*

Sound Science

The CFIA relies on science as the basis for designing and delivering its programs and as an essential component of its regulatory decision making. Science is pivotal to dealing with emerging issues such as safety assessments of new biotechnology-derived products and issues related to avian influenza and bovine spongiform encephalopathy (BSE). The specific activities for which the CFIA needs and uses science to support its daily work include laboratory activities, risk assessment, surveillance, research, and technology development. The Agency also analyses scientific research data and other information to provide technical advice and intelligence that enables CFIA officials to identify and prepare for emerging issues. The CFIA's scientific expertise makes an integral contribution to regulatory policy and standards development, not only in Canada, but worldwide.

An Effective Regulatory Base

For a regulatory regime to be effective, the legislative authorities must be consistent with the organization's mandate and sufficiently comprehensive to enable the full suite of responsibilities that the mandate represents. Regulations must be clear, enforceable, fair and consistently applied. The CFIA is continually reviewing its legislative authorities and updating its regulatory base in order to strengthen its capacity to contribute to public policy objectives, taking into account the domestic and international environment in which the Agency undertakes its responsibilities. Consistent with this, the CFIA supports the *Cabinet Directive on Streamlining Regulation*, which aims to improve Canada's regulatory system.

The CFIA represents Canada at international standard-setting bodies for food safety, animal health and plant health issues. In addition to domestic regulation, the Agency is responsible for regulating both imported and exported products, and its actions are disciplined by international obligations, primarily through the Sanitary and Phytosanitary[2] Agreement of the World Trade Organization (WTO). Additionally, the Agency conducts a broad range of activities in this regard with organizations such as the World Organisation for Animal Health (Office International des Epizooties – OIE), North American Plant Protection Organization (NAPPO), and the International Plant Protection Convention (IPPC) to name a few. See section 4.2 for a list of all of our Partners and Stakeholders.

[2] Sanitary and Phytosanitary (SPS) Measures and Agreement: These are measures to protect human, animal and plant life or health and to ensure that food is safe to eat. For more information on the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement) visit the website: **http://www.wto.org/english/tratop_e/sps_e/spsagr_e.htm**

Delivery of Effective Inspection Services

Products that may be subject to inspection or certification by the CFIA range from agricultural inputs, such as seeds, feeds and fertilizers, to fresh foods—including meat, fish, eggs, dairy products, fruit and vegetables—and prepared and packaged foods. The Agency sets, or upholds, standards and establishes compliance and enforcement priorities based on scientifically established risk-based strategies. Compliance with applicable acts and regulations is assessed through inspections, audits, product sampling and verifications. To facilitate compliance, the CFIA carries out education and awareness activities that are intended to clarify and increase regulated parties' understanding of statutory requirements and standards. Where non-compliance is identified, the CFIA uses a broad range of enforcement approaches from verbal and written warnings to administrative monetary penalties and prosecution. Critical to effectively fulfilling the CFIA's mandate is the ongoing design, development and review of inspection-related tools and processes.

Strong Partnerships

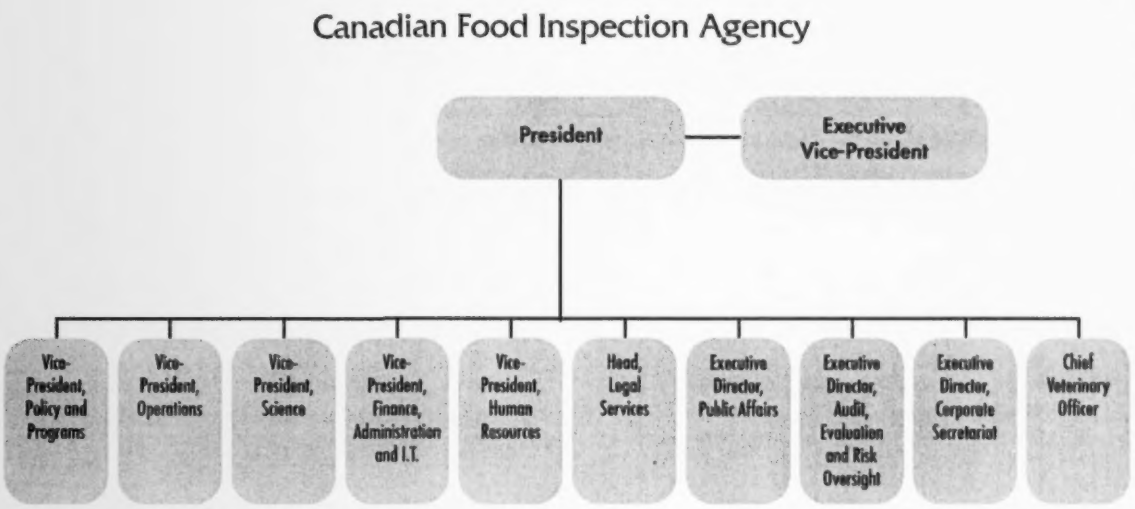
The Agency's mandate is broad, and to effectively deliver on its mandate, CFIA must partner regularly with various federal, provincial and municipal government departments, diverse regulated sectors of industry, producers, international counterparts, and consumer organizations.

THE CFIA'S KEY FEDERAL PARTNERS:

- Health Canada
- Agriculture and Agri-Food Canada
- Public Health Agency of Canada
- Canadian Grain Commission
- Public Safety Canada
- Canada Border Services Agency
- Fisheries and Oceans Canada
- Natural Resources Canada, including Canadian Forest Service
- Foreign Affairs and International Trade Canada
- Environment Canada, including Canadian Wildlife Service

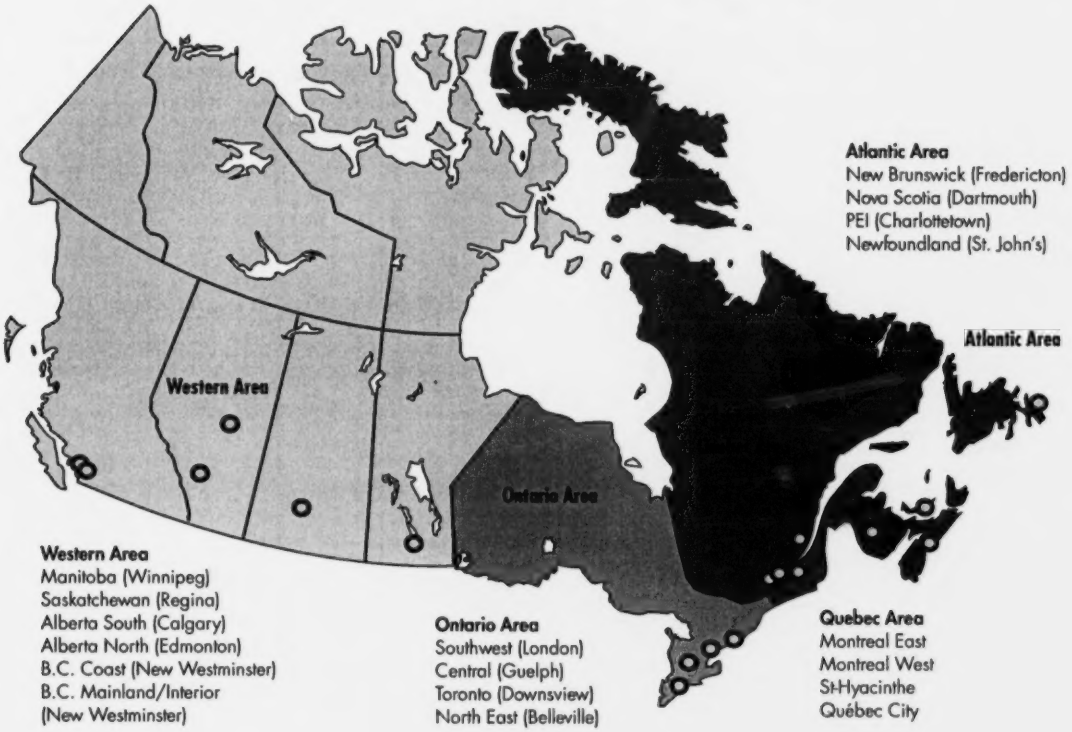
1.5.1 Organizational Information

The CFIA is headed by a President, who reports to the Minister of Agriculture and Agri-Food. The CFIA has an integrated governance structure whereby all branch heads have specific accountabilities that contribute to the achievement of each of the CFIA's strategic objectives. The following organizational chart depicts the reporting structure within the CFIA.



With its headquarters in the National Capital Region, the CFIA is organized into four operational areas (Atlantic, Quebec, Ontario and Western) that are subdivided into 18 regional offices, 185 field offices (including border points of entry) and 408 offices in non-government establishments, such as processing facilities. The Agency also has 15 laboratories and research facilities that provide scientific advice, develop new technologies, provide testing services and conduct research.

Canadian Food Inspection Agency Area and Regional Offices



1.5.2 Financial Information

Over the next three years the CFIA will align resources towards effective and efficient delivery of program activities to achieve expected results and strategic outcomes. To do so, resources will be focussed on identified Agency priorities that are critical to achieving the Agency's objectives and addressing corporate risks.

Voted and Statutory Items displayed in the Main Estimates[3] ($ millions)

Vote or Statutory Item	Vote or Statutory Wording	**2008–09 Main Estimates**	2007–08 Main Estimates
30	Operating Expenditures and Contributions	**471.9**	495.1
35	Capital Expenditures	**34.7**	19.7
(S)	Compensation payments in accordance with requirements established by Regulations under the *Health of Animals Act* and the *Plant Protection Act*, and authorized pursuant to the *Canadian Food Inspection Agency Act*	**1.5**	1.5
(S)	Contributions to employee benefit plans	**67.5**	71.1
	Total Agency	**575.6**	587.4

[3] There is a net decrease of $11.8 million from the 2007–2008 Main Estimates to the 2008–2009 Main Estimates. The major items accounting for the decrease are: sunsetting of resources for Bovine Spongiform Encephalopathy (BSE) as it relates to "Specified Risk Materials Removal from Food and Re-Entering Export Markets" and "Ensuring the future of the Canadian Beef Industry" ($20.2 million); sunsetting of resources for Agricultural Policy Framework ($5.3 million); transfer to Western Economic Diversification of Canada for the International Vaccine Centre's (InterVac) Biosafety Level III Containment Facility in Saskatoon ($4.0 million); reduction related to the Cost Efficiencies Savings Exercise ($3.5 million); decrease in resources for Bovine Spongiform Encephalopathy (BSE) as it relates to "Measures to address the BSE Recovery Program by Facilitating the Transition for the Cattle and Other Ruminant Industries" ($3.2 million); offset by additional resources for the implementation of Enhanced Animal Feed Restrictions (BSE) ($24.7 million).

Agency Planned Spending and Full Time Equivalents

($ millions)	Forecast Spending 2007–08	**Planned Spending 2008–09**	Planned Spending 2009–10	Planned Spending 2010–11
Food Safety and Nutrition Risks	278.8	**268.9**	263.6	264.1
Zoonotic Risk	123.8	**124.3**	100.7	101.1
Animal Health Risks and Production Systems	76.5	**75.6**	72.2	72.4
Plant Health Risks and Production Systems	81.3	**81.0**	79.7	65.4
Biodiversity Protection	15.1	**14.9**	14.1	14.2
Integrated Regulatory Frameworks	23.3	**23.0**	22.0	22.0
Domestic and International Market Access	43.6	**42.9**	41.4	41.5
Budgetary Main Estimates (gross)	642.4	**630.6**	593.7	580.7
Less: Respendable Revenue	55.0	**55.0**	55.0	55.0
Total Main Estimates[4]	587.4	**575.6**	538.7	525.7
Adjustments[5]				
Supplementary Estimates:				
Funding for the implementation of Enhanced Animal Feed Restrictions to mitigate public health risks associated with Bovine Spongiform Encephalopathy (BSE)	21.9	–	–	–
Funding to relieve pressures due to a one-time retroactive payment for costs arising from the reclassification of meat inspector positions	16.6			
Funding related to government advertising programs (*horizontal item*)	3.1	**4.0**	–	–
Transfer from Public Works and Government Services Canada – To return funding for the relocation of the agency's activities and programs to other custodial facilities	0.6	–	–	–
Funding to increase the tender fruit sector's viability and profitability by eradicating the Plum Pox Virus in Canada (*horizontal item*)	0.3	–	–	–
Transfer from National Defence – For public security initiatives (*horizontal item*)	0.3	–	–	–
Funding to prepare for Canada's participation in International Polar Year 2007–2008, an extensive international research program in the Arctic and Antarctic (*horizontal item*)	0.2	–	–	–
Funding for implementation of the action plan to strengthen Canada's regulatory system and establish a Centre of Regulatory Expertise within the Treasury Board Secretariat of Canada (*horizontal item*)	0.1	–	–	–
Transfer to Western Economic Diversification – For the design and construction of the International Vaccine Centre's (InterVac) Biosafety Level III Containment Facility in Saskatoon	(2.0)	–	–	–
Transfer to Foreign Affairs and International Trade (Foreign Affairs) – To provide support to staff located at missions abroad	(0.4)	–	–	–
Transfer to Public Service Human Resources Management Agency of Canada – To support the National Managers' Community	(0.1)	–	–	–
Other:				
Treasury Board Vote 22 (Operating Budget Carry Forward)	52.1	–	–	–
Slaughterhouse Inspection	–	**25.0**	25.0	25.0
Treasury Board Vote 23 (Paylist Shortfalls)	10.2	–	–	–
Treasury Board Vote 15 (Collective Bargaining)	7.5	**5.7**	5.7	5.7
Treasury Board Vote 10 (Internal Audit)	0.3	–	–	–
Financial Pressures (Loan Repayment for the Reclassification of Meat Inspector positions)	–	**(5.0)**	(5.0)	(5.0)
Total Adjustments	*110.7*	**29.7**	*25.7*	*25.7*
Total Planned Spending[6]	698.1	**605.3**	564.4	551.4
Total Planned Spending	698.1	**605.3**	564.4	551.4
Less: Non-respendable revenue	1.1	**1.1**	1.1	1.1
Plus: Cost of services received without charge	54.0	**54.9**	55.3	55.9
Total Agency Spending	751.0	**659.1**	618.6	606.2
Full Time Equivalents[7]	6,492	**6,294**	6,182	6,107

See associated footnotes at top of Page 13

Please note that these footnotes apply to the Agency Planned Spending and Full Time Equivalent Table on Page 12.

[4] The 2007–08 Main Estimates have been restated to reflect the 2008–09 Program Activity Architecture structure.

[5] The adjustments below do not include the impact of Employee Benefit Plan (EBP) charges in 2007–08. The adjustments for the 2008–09 and future years do include EBP charges.

[6] **Planned Spending changes from 2008–09 to 2009–10**
The Planned Spending decrease of $40.9 million is primarily related to the sunsetting of resources for Bovine Spongiform Encephalopathy (BSE) ($16.7 million) as it relates to "Repositioning the Canadian Beef and Cattle Industry" and "Measures to address the BSE Recovery Program by Facilitating the Transition for the Cattle and Other Ruminant Industries"; the sunsetting of resources for the Organic Agriculture Products Regime ($2.6 million); the sunsetting of Major Capital resources received in 2008–09 only for the Avian and Pandemic Influenza Preparedness Strategy to allow the CFIA to work with manufacturers to develop, test and build mobile incineration units or alternate disposal methodologies for the mass disposal of infected animals ($20.0 million); the sunsetting of resources related to government advertising programs ($4.0 million); decrease in operating funds related to the Avian and Pandemic Influenza Preparedness Strategy ($2.0 million) and an increase of $4.0 million as a result of the sunsetting of resources transferred to Western Economic Diversification Canada in 2008–09 only for the International Vaccine Centre's (InterVac) Biosafety Level III Containment Facility in Saskatoon.

Planned Spending changes from 2009–10 to 2010–11
The Planned Spending decrease of $13.0 million is primarily related to the sunsetting of resources for the Invasive Alien Species Strategy for Canada ($11.5 million) and the repayment toward client costs for the Skyline complex ($1.6 million).

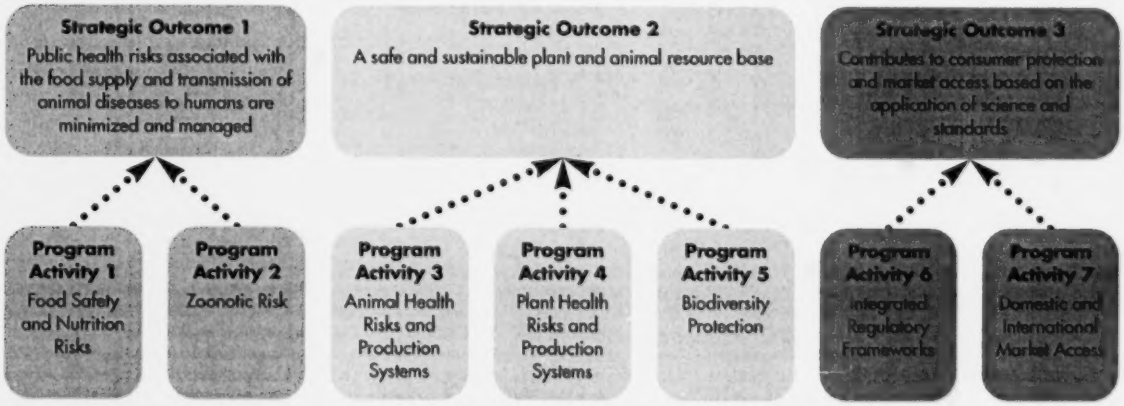
[7] Full Time Equivalents (FTEs) are different than the number of staff the Agency has. An FTE of 1.0 means that the person is equivalent to a full-time worker, while an FTE of 0.5 means that the person is working only half-time.

1.5.3 Program Activity Architecture (PAA) Crosswalk

In 2007–08, the CFIA continued its work on the implementation of the Management, Resources and Results Structure (MRRS) Policy, which included revision of strategic outcomes, the Program Activity Architecture (PAA) and the associated Performance Measurement Framework (PMF) and governance structure.

The objectives of this modernization initiative were to: ensure alignment of strategic outcomes and the PAA with the Agency's mandate; improve clarity and measurability of strategic outcomes; enhance alignment of program activities with strategic outcomes; and, build a PMF that would enable collection, integration and use of performance information to support Agency and Parliamentary decision making.

The new PAA features three strategic outcomes that are supported by seven program activities (illustrated below). This new structure is an improvement over its predecessor as it highlights significant Agency programs, enabling effective planning and reporting at more strategic levels. The top level of the new PAA is as follows:


Strategic Outcome 1
Public health risks associated with the food supply and transmission of animal diseases to humans are minimized and managed
Strategic Outcome 2
A safe and sustainable plant and animal resource base
Strategic Outcome 3
Contributes to consumer protection and market access based on the application of science and standards
Program Activity 1
Food Safety and Nutrition Risks
Program Activity 2
Zoonotic Risk
Program Activity 3
Animal Health Risks and Production Systems
Program Activity 4
Plant Health Risks and Production Systems
Program Activity 5
Biodiversity Protection
Program Activity 6
Integrated Regulatory Frameworks
Program Activity 7
Domestic and International Market Access

The Agency is planning on further developing and enhancing its PMF in 2008–09 to gauge Agency performance against its new strategic outcomes and PAA.

The table below provides a crosswalk of the Agency's previous PAA to the new PAA.

2008–2009 Program Activity Architecture (PAA) Crosswalk ($ millions)

	Food Safety and Nutrition Risks	Zoonotic Risk	Animal Health Risks and Production Systems	Plant Health Risks and Production Systems	Biodiversity Protection	Integrated Regulatory Frameworks	Domestic and International Market Access	**Total**
Food Safety and Public Health	258.2	121.2	–	–	–	3.5	–	**382.9**
Science and Regulation	2.7	4.0	2.3	2.4	2.4	16.0	30.3	**60.1**
Animal and Plant Resource Protection	–	0.9	62.1	65.7	12.4	–	–	**141.1**
Public Security	–	–	10.3	10.9	–	–	–	**21.2**
Total	**260.9**	**126.1**	**74.7**	**79.0**	**14.8**	**19.5**	**30.3**	**605.3**

1.6 Strategic Planning Context

On April 1, 1997, Canada became a unique model with the creation of a single agency that consolidated all federally-mandated compliance and enforcement activities for food and the plant and animal resource base. These services had been previously provided by four federal government departments (Health Canada, Agriculture and Agri-Food Canada, Industry Canada, and Fisheries and Oceans Canada).

The CFIA's operating context is evolving and the scope of activities under its mandate is expanding. In comparison to 1997, the CFIA faces an increasingly complex operating environment, attributable to and amplified by a number of factors.

1.6.1 Operating Environment

Globalization

Economically, socially, culturally, technologically, politically and ecologically, the world is more connected than ever before. Markets have become increasingly interconnected and borders more porous. This increased global dependence and integration has had several tangible impacts for CFIA-related activities.

Since the creation of the Agency in 1997, imports and exports of products subject to CFIA regulation have increased by 45.6 per cent[8]. The import of food into Canada is on the rise; an increasing proportion of which is being sourced from developing countries and emerging trading partners. Similarly, increased exports of CFIA-regulated commodities have placed greater demands on the CFIA for export-related inspection and certification.

Global supply chains have fundamentally changed the way in which food and plant and animal commodities are produced, processed, packaged, distributed and sold. Ingredients are sourced worldwide and finished products are globally distributed, amplifying the potential scope and impact of failures in food safety control systems and making the task of tracking ingredients increasingly difficult. The increasing and diverse trade in agricultural commodities also poses increased risks to both plant and animal health through enhanced pathways for the unintentional flow of pests and pathogens.

Population Demographics

Immigration continues to increase and has accounted for approximately 60 per cent[9] of Canada's population growth since 2000. The changing face of Canada has translated into demands for a greater variety of ethnic and imported foods from an increasing number of countries.

Our aging population is also a consideration. The elderly are more susceptible to foodborne pathogens, and there are increasing demands for food fortification and nutrient supplements.

Evolving Consumer Preferences

Canadian consumer demands for food products are shifting as a result of changing demographics, lifestyles, eating patterns and an increased focus by consumers on the food they buy and provide to their families. Busy families are seeking more convenient foods and ready-to-eat products ranging from bagged salads to fresh entrees. A growing number of consumers are demanding healthy food choices, greater variety and choice regardless of the season or country of origin. Consumers are also demanding informative labels that allow them to make choices about nutrition as well as production methods, such as organics, novel foods and the humane treatment of animals.

[8] Source: World Trade Atlas.

[9] Source: Statistics Canada, 2006 Census.

Evolving Federal Science and Technology

The Government of Canada is committed to strengthening the effectiveness of its investments in science and technology to ensure Canadians benefit from scientific innovation and that Canada continues to have a competitive advantage.

In May 2007, the Government of Canada released its Science and Technology (S&T) Strategy, *Mobilizing Science and Technology to Canada's Advantage*, which sets out a multi-year framework designed to create a business environment that encourages the private sector to innovate, and to guide intelligent strategic investments of public funds. The Strategy underscores the importance of science and technology in the development of regulations and policy.

In the future, numerous challenges will drive more integrated approaches and multi-stakeholder collaboration in federal science activities. These challenges include the increasing complexity of scientific issues, multidisciplinary science in emerging fields, emphasis on interrelated policy priorities, and limited public resources. Additional challenges will be faced with the retirement of a significant number of public service scientists in the next five years and difficulties in attracting bright, young scientists to federal research.

A More Complex Trading Environment

Increasingly, sanitary and phytosanitary negotiations, requirements of international trade agreements and demands of trading partners, play a key role in facilitating trade of agriculture and food products. Globalization, increasing trade volumes, changing consumer demands, higher international standards and new production practices, combined with high-profile food and product recalls, have raised international public concern about the safety of food products traded around the world. These concerns have translated into a greater regulatory requirements for many Canadian exporters and importers and additional requirements for CFIA intervention to facilitate trade.

In responding to these demands, where appropriate, the CFIA seeks out regulatory cooperation with trading partners in order to facilitate the development of compatible regulations while maintaining the highest level of health, safety and environmental protection.

1.6.2 Corporate Risk Profile

The CFIA's capacity to achieve its strategic outcomes is influenced by its ability to recognize, assess and manage potential risks.

In accordance with the Agency's commitment to risk-based planning and the integration of risk management into policy development, program design, delivery and decision-making, the Agency has completed a systematic process of risk identification and assessment for the purpose of renewing its Corporate Risk Profile (CRP). The CRP is intended to identify risks faced by the Agency and put in place approaches for mitigating these risks.

The Agency's CRP identifies nine key strategic risks. The associated mitigation strategies for 2008-09 form the basis of this Report on Plans and Priorities. The risks, and where the detailed mitigation strategies can be found, are:

- Foodborne Hazards—Section 2.1a
- Zoonotic Outbreaks/Incidents—Section 2.1b
- Animal and Plant Pest Hazards—Section 2.2
- Science and Technology Capacity—Section 2.2
- Program Framework—Section 2.3
- Partnership: Roles and Responsibilities—Section 2.3
- Human Resources Capacity and Capabilities—Section 1.7.2
- Data, Information and Knowledge for Decision Making—Section 1.7.2
- Internal Coordination—Section 1.7.2

1.6.3 Opportunities and Challenges Ahead

The opportunities and challenges arising from the evolving operating environment and the identified in Corporate Risk Profile will require that the Agency embark on a transformative agenda that will help it to:

- continue to address areas of highest risk to the health and safety of Canadians, and the plant and animal resource base;
- keep pace with the evolving and increasingly complex operating environment;
- continue to respond effectively to stakeholder needs and concerns; and
- ensure resources are aligned with risk and achieve best value for money.

1.7 Program and Management Priorities

For 2008–09, CFIA has identified the following program and management priorities. These priorities, and the activities contained within, represent the Agency's directions for action in advancing its strategic outcomes. Each priority supports the achievement of the Agency's strategic outcomes that are aligned to the broader Government of Canada priorities as identified in Canada's Performance 2007 and the Speech from the Throne.

1.7.1 Program Priorities

The CFIA's program priorities focus on areas where additional effort will be directed over the fiscal year either to address a gap, or to comply with broader government direction to increase activity.

Priority 1: Enhancing regulatory compliance, with a focus on safety of domestic and imported food

Link to Government of Canada Outcomes

- Healthy Canadians
- Strong economic growth

Link to the CFIA's Strategic Outcomes

- Public health risks associated with the food supply and transmission of animal diseases to humans are minimized and managed

As a regulatory agency, the principle means by which the CFIA carries out its mandate is assessing industry compliance with regulatory requirements. For 2008–09, the CFIA will focus on compliance of food products and inputs into Canada's food system, both of domestic and international origin.

This priority is supported by the October 16, 2007, Speech From the Throne, in which the Government of Canada committed to ensuring that Canadians could expect the same standards of quality and safety from imported goods as they do from products made at home. On December 17, 2007, the Prime Minister announced Canada's new *Food and Consumer Safety Action Plan*, a comprehensive and integrated strategy of active prevention and targeted oversight and response.

Measures proposed to advance this initiative, from a food perspective, include:

- Working with industries, provinces and territories to implement preventative food safety control measures along the food chain;
- Putting in place tools to better identify importers, track imports and work with foreign authorities to verify the safety of foods at their country of origin; and
- Increasing authority to monitor risks to Canadians and prevent unsafe products from entering the Canadian marketplace.[10]

In 2008–09, CFIA will develop and initiate implementation of the Food Safety Action Plan. This will better position CFIA to respond to emerging risks to food safety stemming from the increasing volume of food imports, new production practices, global marketing and mass distribution networks. The Agency will use this opportunity to engage foreign governments, industry and consumers in addressing those risks along the entire food continuum.

[10] As identified in Canada's *Proposed Food and Consumer Safety Action Plan*. For more information, visit: **http://www.healthycanadians.gc.ca/pr-rp/plan_e.html**

The CFIA's initiatives in support of this priority include implementation of a **Food Safety Research Strategy**, which will assist in developing effective tools to carry out the Agency's food safety programming; continued promotion and implementation by industry of **Good Importing Practices**; and continuing to encourage industry to maximize its role in the food safety system by putting in place quality management systems such as **Hazard Analysis Critical Control Point (HACCP)**. These initiatives are elaborated in Section 2 of this report.

Priority 2: Strengthening preparedness to mitigate and respond to animal and plant diseases and pests

Link to Government of Canada Outcomes

- Healthy Canadians
- Strong economic growth
- A clean and healthy environment

Link to the CFIA's Strategic Outcomes

- Public health risks associated with the food supply and transmission of animal diseases to humans are minimized and managed
- A safe and sustainable plant and animal resource base

The CFIA's state of preparedness to address existing and emerging animal diseases, some of which have the potential to affect humans (such as avian influenza), and plant diseases and pests is key to its ability to deliver its mandate. The Agency continuously strives to improve and enhance its capacity and capability to predict and to respond to outbreaks and cases of animal and plant health issues.

Since 2004, Canada has faced three outbreaks of avian influenza (AI) in domestic poultry flocks. The CFIA and its partners will continue to review and update elements of the **Avian and Pandemic Influenza Preparedness Strategy** including the National Emergency Response Plan, the Animal Health Functional Plan, the Notifiable Avian Influenza Hazard Specific Plan, as well as other emergency response plans necessary to address a potential outbreak of highly pathogenic AI in domestic poultry. In 2008, efforts will continue to recruit, hire and train veterinarians for the **Canadian Veterinary Reserve** and work will continue within the auspices of the **North American Plan for Avian and Pandemic Influenza**, announced at the November 2007 North American Leaders' Summit in Montebello, Quebec.

Plant pests and diseases have the potential to pose a significant threat to Canada's environment and to its economic well-being. The CFIA is leading the development of a comprehensive and integrated federal/provincial **National Plant Health Cooperation Framework** that will enable a coordinated approach to protecting Canada's resource base and the environment from the impact of new plant pests and new invasive species.

Priority 3: Improving the program and regulatory framework to support continued consumer protection and economic prosperity

Link to Government of Canada Outcomes

- A fair and secure marketplace
- A prosperous Canada through global commerce

Link to the CFIA's Strategic Outcomes

- Contributes to consumer protection and market access based on the application of science and standards

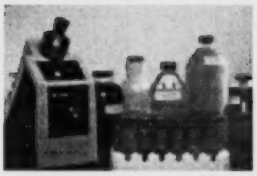
The CFIA's efforts to provide a fair, efficient and outcome-based regulatory regime for food, animals and plants enables timely access to foreign markets for Canadian products and make a diverse and safe supply of food products available year-round for Canadians. The CFIA works to protect consumers from misrepresentation and marketplace deception in food production, packaging, labelling and advertising. At the international level, the CFIA works to represent the interests of Canadian consumers and producers and promotes science-based standards for world trade in food, animals, plants, and animal and plant products.

In 2008–09, the CFIA, with its government partners, will initiate the implementation of Canada's new **Food and Consumer Safety Action Plan**. In support of consumer protection and market access, the Agency will address consumer concerns associated with labelling policies through a review of current voluntary "**Product of Canada**" and "**Made in Canada**" policies.

In support of the government-wide **Cabinet Directive on Streamlining Regulation (CDSR)**, which is aimed at improving the Government of Canada's existing regulatory system, the CFIA will continue to develop pilot projects and work on its own regulatory processes to keep pace with today's realities and evolving needs. CFIA will continue its efforts toward the **Government of Canada Paperwork Burden Reduction Initiative (PBRI)** and will strive to reduce the administrative burden posed by regulatory and administrative requirements by 20% by November 2008.

The CFIA will contribute to the **Single Window Initiative (SWI)** led by the Canada Border Services Agency. This initiative endeavours to implement a streamlined approach for the electronic collection, use and dissemination of commercial trade data. The SWI will provide a single interface that will allow traders to fulfil all import, export and transit-related regulatory requirements more efficiently, thereby reducing the paper burden and potential duplication posed by the current system.

The CFIA will also move forward and contribute to several other key initiatives including: the **Enhanced Import Control Program** to provide equivalency between import and domestic food safety and nutrition regulatory requirements; the continued implementation of the **Destination Inspection Service** for fresh fruits and vegetables to facilitate dispute resolution between buyers and sellers of fresh fruit and vegetables which have a Canadian destination; amendments to the *Health of Animals Act* and *Regulations* to support the **National Aquatic Animal Health Program (NAAHP)** to encompass aquatic animals and reportable and notifiable diseases of trade concern, as well as of concern to protection of wild and cultured aquatic animals from diseases that threaten productivity and industry sustainability; addition of a **list of toxic substances** to the *Health of Animals Regulations* to allow the CFIA to respond to toxic



contamination events in the same manner as it responds to animal disease emergencies, which will strengthen the CFIA's regulatory control for instances of contamination along the entire food production continuum; and advancing the **National Plant Biosecurity Strategy** will contribute to modernizing and strengthening Canada's plant regulatory system.

1.7.2 Management Priorities

The CFIA has identified the following management priorities based on the results of recent Management Accountability Framework (MAF) Assessments, the renewal of the Corporate Risk Profile and the need to put in place strategies to address the need for workforce renewal.

Priority 4: Implementing Human Resources Renewal

The CFIA faces many workforce challenges including: intense competition for talented knowledge workers; a significant number of impending retirements of experienced staff; an increasingly diverse Canadian society; fewer appropriately skilled workers; and the ongoing demands of technological change.

As business needs and activities are fundamentally linked to human resources needs and activities, workforce renewal is a top priority. Given the CFIA's profound responsibilities, attracting and retaining the best people is essential and a solid talent management strategy is necessary to close skills gaps. The CFIA Workforce Renewal Plan will optimize our human resources capacity so we may continue to deliver on our mandate as a science-based regulatory body. The Workforce Renewal Plan is also a key element for linking Agency plans and activities to the federal government's renewal priorities.

Over the next three years, the Agency's five key human resource priorities are:

Attracting Talent (Recruitment)

The Agency faces the same human capital challenges as other public-sector organizations, but must also address the ongoing competitive challenges of recruitment and retention in the scientific and technical field. This reality has made recruitment our top priority. The Agency has developed and is implementing a recruitment strategy which focuses on Agency branding, strategic and collaborative recruitment efforts and group-specific recruitment action plans for critical skill shortages.

Leadership Development

The Agency has a widely distributed national workforce and many employees work in non-traditional settings (e.g. on the road, in laboratories, etc.). This presents challenges to providing staff with the competencies required to lead and inspire the best performance. Leadership development programs will help meet the current and future leadership needs and employment equity goals of the Agency.

Building Capacity (Learning and Development)

In our knowledge-based economy and society, organizational performance will increasingly depend on the rapid acquisition and application of skills and knowledge. The Agency must be prepared to respond quickly to emergencies, as well as new and evolving policies and regulatory changes. The CFIA is committed to providing all employees with the training and tools they need to do their jobs and to support them with career-long learning and development opportunities.

Employee Engagement (Retention)

The Agency will continue to value its employees' contributions towards creating a high-performing workforce. The CFIA will support a culture of internal and external recognition, incorporate and promote safe workplace initiatives, strive to have a fully representative workforce, and continue to foster an environment of linguistic duality. We will tailor compensation and classification to the unique needs of the Agency and will continue to seek feedback on employee engagement through employee surveys. To support these efforts, the Agency will continue to integrate human resources planning with business planning.

A Supportive HR Management Architecture

The Agency will continue to introduce human resource management tools and processes to more efficiently and effectively support our commitment to human resources excellence. This ongoing transformation of Agency human resource services will help us to better meet the CFIA's needs. The foundation of this human resources architecture will be consistent, standardized human resources processes and technologies. As new tools and technologies are introduced, their availability will be promoted through effective communication activities.

Priority 5: Enhancing alignment and coordination within the Agency to better integrate risk management into effective policy development, program design and program delivery

The foundation of a well aligned and coordinated organization includes integrated risk management and effective information and knowledge management which informs policy and program development and delivery over the next three years. Over the next three years, the Agency's priorities in integrated risk management are:

Integrated Risk Management (IRM)

Integrated Risk Management is a continuous, proactive and systematic process for understanding, managing and communicating risk from an organization-wide perspective. It involves ongoing, structured assessments of risks that can affect the achievement of organizational objectives at the strategic, operational, and project levels.

The CFIA acknowledges the central importance of risk management as a core mandate enabler. CFIA policies, programs and practices have been built on risk management concepts and principles, and CFIA has a long tradition of experience with, and excellence in, effective risk management.

The Agency continually improves its practices to reduce risks to an acceptable level, and conducts ongoing horizon scanning, collaboration and research to provide early indication of potential risks that could affect the Agency's ability to achieve its mandate.

Fully functioning IRM is embedded within, and supports, existing organizational processes, such as strategic planning and reporting, business planning, program and policy development, as well as day-to-day decision making. The CFIA will continue to implement the Integrated Risk Management (IRM) Policy, which was introduced in 2007. The IRM Policy is designed to:

- reinforce a culture of risk management at all levels of the organization;
- fully integrate and align risk management within ongoing CFIA activities and management functions;
- provide a cross-functional perspective to risk management within and across CFIA branches;
- clearly inform staff about risk management expectations and their responsibilities;
- support CFIA's values, ethics, corporate governance and accountability; and
- provide the necessary information, training and support, including tools and systems for risk management, in a timely fashion.

Effective Information and Knowledge Management

Information Management (IM) should effectively support CFIA's ability to develop, implement and measure the effectiveness of its policy and programs.

As a maturing and rapidly growing regulatory organization, the CFIA requires a significant degree of integration of its information, and the ability to collect, organize and retrieve this information in a way that meets multiple needs including policy design, program modernization, compliance and enforcement, performance measurement, etc.

The CFIA is increasing IM/IT capacity and capability with a view to enhancing system inter-operability and a business-based approach to information management across the Agency. Improved IM/IT governance practices have and are being instituted, such as the Sub-Committee on Information Management and Technology (SCIMT) whose membership consists of the senior cadre of the Agency. The IM Way Forward is an umbrella IM approach that encompasses a number of IM projects and project proposals, including those required in support of litigation. The approach includes awareness sessions to Agency staff on their IM obligations.

Modernization of the PAA and MRRS

The Agency will continue to advance its PAA and MRRS, including integration, use and reporting of performance information. In 2008–09, with the updated MRRS in place, the CFIA will use the renewed PAA as the basis for planning and reporting and use the associated Performance Measurement Framework to collect and integrate performance information into decision making at all levels of the organization.

For information on other key management initiatives, see Section 4.1 of this report.

1.8 Linking Priorities to Strategic Outcomes and Program Activity Expected Results and Resources

For planning, performance reporting and management decision making, it is essential that performance results are linked with resources. The table below shows the alignment of CFIA's strategic outcomes and program activities to resources and priorities. Details on priorities follow in section II.

		Planned Spending ($ millions)			Contributes to the following program priorities
	Expected Results	2008–09	2009–10	2010–11	
Strategic Outcome: Public health risks associated with the food supply and transmission of animal diseases to humans is minimized and managed					1 and 2
Food Safety and Nutrition Risks	Risks associated with food, including nutrition, are managed within acceptable limits	260.9	254.2	254.8	1
Zoonotic Risk	Risks of the transmission of animal diseases to humans are managed within acceptable limits	126.1	101.6	102.0	2
Strategic Outcome: A safe and sustainable plant and animal resource base					2
Animal Health Risks and Production Systems	Risks to the animal resource base are managed within acceptable limits	74.7	70.8	71.0	2
Plant Health Risks and Production Systems	Risks to the plant resource base are managed within acceptable limits	79.0	77.0	62.6	2
Biodiversity Protection	Risks to the biodiversity within the animal and plant resource base are managed within acceptable limits	14.8	13.9	13.9	2
Strategic Outcome: Contributes to consumer protection and market access based on the application of science and standards					3
Integrated Regulatory Frameworks	The CFIA's regulatory framework provides the greatest net benefit for Canadians as it is based on scientific approaches and takes into account international contributions and stakeholders' interests	19.5	18.3	18.4	3
Domestic and International Market Access	Canadian producers of food, plants, animals and related products operate within a fair and efficient marketplace, from which Canadian consumers benefit	30.3	28.6	28.7	3

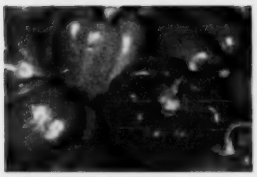
Section II—Analysis of Program Activities by Strategic Outcome

Section II provides more detailed information about the Agency's program activities and strategies to achieve expected results. This information is organized according to strategic outcome. For each strategic outcome, this section includes details on what the Agency is doing and plans to do to meet its priorities, mitigate strategic risks, and move toward achieving its strategic outcomes and, ultimately, fulfilling its mandate.

2.1 Strategic Outcome: Public health risks associated with the food supply and transmission of animal diseases to humans are minimized and managed

GoC Outcome	Healthy Canadians	
CFIA Strategic Outcome	Public health risks associated with the food supply and transmission of animal diseases to humans are minimized and managed	
Expected Results	Risks associated with food, including nutrition, are managed within acceptable limits	Risks of the transmission of animal diseases to humans are managed within acceptable limits
Program Activities	Food Safety and Nutrition Risks	Zoonotic Risk
Key Strategic Risks	Foodborne Hazards	Zoonotic Outbreaks / Incidents
Priorities	Enhancing regulatory compliance, with a focus on safety of domestic and imported food	Strengthening preparedness to mitigate and respond to animal and plant diseases and pests
Strategies	• Improving and modernizing inspections approaches • Maintaining capacity to predict and respond to emergencies • Carrying out education and outreach activities	• Conducting disease surveillance, detection and control activities; and • Collaborating with partners to enhance program and regulatory frameworks

SO1 Strategic Planning Framework



Protecting human health is the highest priority for the Canadian Food Inspection Agency (CFIA). As a key contributor to the Government of Canada's integrated approach to population health, the CFIA, in partnership with others, protects Canadians from preventable health risks related to unsafe food. Such health risks may be caused by pathogens, undeclared allergens, chemical contaminants or by animal diseases that have the potential to be transmissible to humans, such as bovine spongiform encephalopathy (BSE) and avian influenza. Additionally, the CFIA contributes to the health of Canadians by ensuring that consumers have appropriate information on which to make safe and healthy food choices.

Key risks to the CFIA's capacity to achieve this strategic outcome are: *foodborne hazards* and *zoonotic outbreaks/incidents*. In order to mitigate these risks, the Agency will concentrate its efforts on the delivery of the following priorities:

- enhancing regulatory compliance, with a focus on safety of domestic and imported food;and
- strengthening preparedness to mitigate and respond to animal and plant diseases and pests.

The key strategies are presented, per the CFIA's Program Activity Architecture (PAA), under two program activities:

- Food Safety and Nutrition Risks, and
- Zoonotic Risk.

These key strategies and the planned activities that support them are described in the following sections 2.1a and 2.1b.

2.1a Program Activity: Food Safety and Nutrition Risks

Food safety and nutrition risk management programming works with federal, provincial and municipal partners and organizations to improve the overall health of Canadians. A primary contribution to this effort is in minimizing and managing risks, and deliberate threats, to food and food production systems. Consumers are also provided with appropriate information on which to base safe and nutritious food choices. We achieve this by developing and delivering programs designed to verify that food safety and nutrition information is accurate. Programs and services are developed and delivered to protect Canadians from preventable food safety hazards, by managing food safety emergencies effectively, and supporting public awareness of, and the contribution to, food safety in imported and domestic food.

Expected Result: Risks associated with food, including nutrition, are managed within acceptable limits[11]	
Performance Indicators	**Targets**
Extent to which inspected federally-registered establishments comply with federal food safety requirements	≥ 98 per cent compliance
Extent to which domestic and imported food products comply with federal chemical residue requirements	≥ 95 per cent compliance
Time taken to issue public warnings for Class I recalls	100 per cent of Class I recalls are issued within 24 hours of a recall decision
Extent to which food packaging inspected for nutrition labelling displays nutrition information[12]	≥ 80 per cent of food packaging inspected for nutrition labelling includes nutrition information

[11] Acceptable limits are currently being defined in terms of established performance indicators. The CFIA is undertaking an extensive exercise to review all of its indicators to ensure that they are fair, reliable and valid measures that comprehensively capture the extent to which the Agency has achieved its expected results.

[12] For this fiscal year, the CFIA is concentrating its efforts on ensuring that nutrition labels are displayed. In future years, it will be concentrating on the accuracy and comprehensiveness of the labels.

Financial Resources ($ millions)		
2008–09	2009–10	2010–11
260.9	254.2	254.8

Human Resources (FTEs)		
2008–09	2009–10	2010–11
3,014	2,995	2,995

Risk Context

Foodborne Hazards—Canadians have access to a food supply that is safe and nutritious. The CFIA and its regulatory partners, industry and consumer groups have worked to significantly reduce the threat of foodborne hazards in Canada; however, the risk that such illness will arise always remains. The CFIA and co-operating jurisdictions must continue to improve the capacity and capability to detect, track and mitigate risks associated with diseases, pathogens, toxins, chemical contaminants and other health hazards in the registered and non-federally registered food sectors.

Strategies for mitigating risks and achieving expected results

Risks to food safety are diverse and complex. Significant hazards that can affect human health may be introduced at any point along the food continuum—from production (including fertilizer application), to processing, to transportation and through the practices consumers follow in handling and preparing food. Today the food continuum is even more complex, with global production and processing systems using ingredients that have been sourced through global supply chains.

The CFIA employs the following three strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Improving and modernizing inspection approaches;
- Strategy Two: Maintaining capacity to predict and respond to emergencies; and
- Strategy Three: Carrying out education and outreach activities.

Strategy One: Improving and modernizing inspection approaches

In order to advance Strategy One, in 2008–09, the CFIA will:

- with its government partners, develop and initiate implementation of the Government of Canada's proposed **Food Safety Action Plan**[13], which aims to:
  - prevent problems by addressing safety along the food continuum—options will be considered to broaden the coverage of potentially unsafe food imports, enhance authority to require industry to implement food safety controls to prevent problems, and create a specific prohibition against tampering with food;
  - enhance targeted oversight—options will be considered to strengthen the Government's authority to verify the safety of food at all points in the food continuum, including prior to importation into Canada; and

[13] For more information on the Government of Canada's proposed Food Safety Action Plan, visit **www.healthycanadians.gc.ca**

– support rapid response—options will be considered to provide new authority to require adequate records be kept by those who handle food, strengthen access to the information that is needed in order to effectively respond to identified problems, and modernize and streamline inspection systems;

- continue to promote the acceptance and implementation of **Good Importing Practices** by industry;
- assemble a team and develop an overall food safety research plan under the **Food Safety Research Strategy**, which will support the CFIA in achieving its regulatory responsibilities through coordinated food safety research and development activities. The acquisition of knowledge through research will facilitate development of new policies and decision-making for food safety;

Learn About...
MEAT INSPECTION REFORM (MIR)

The objective of MIR is to bring consistency to meat inspection across Canada, enhance the safety and suitability of domestically produced meat and poultry products, to sustain consumer confidence and to provide a sound regulatory base for industry and effective use of resources for inspection program delivery. MIR has expanded beyond reforms to existing federal programs to include the development of a single meat and poultry products standard for Canada—the Canadian Meat Hygiene Standard (CMHS)—developed to provide a general, outcome-based framework for the production of safe and suitable meat and poultry products in Canada. The standard may be used as a template by provinces and territories, providing an opportunity to update their meat inspection regulations to be aligned with federal Meat Inspection Regulations.

- **encourage industry to maximize its role in the food safety system** and to take a more hands-on approach in satisfying its responsibility for meeting regulatory requirements. Industry will be encouraged to develop and implement quality management systems and self-monitor its performance on an ongoing basis; a summary of quality management systems is shown in the *Learn About...Hazard Analysis Critical Control Points* text box below; and
- continue advancing a key inspection initiative, **Meat Inspection Reform** (MIR), which is part of the government-wide priority linked to modernization of the regulatory framework. In 2008–09, the CFIA plans to finalize consultative activities on the Canadian Meat Hygiene Standard (CMHS) and supporting assessment criteria; commence amendments to the *Meat Inspection Regulations*; verify and validate tasks, policies and procedures under the Compliance Verification System, which is a regulatory systems approach to inspection that supports moving industry towards a more scientific, risk-based system (HACCP implementation); consult on the final Poultry Rejection Policy (PRP), develop and implement a training strategy and target establishment implementation of the policy; and complete implementation of the Modernization of Poultry Inspection Program (MPIP).

Learn About...

HAZARD ANALYSIS CRITICAL CONTROL POINTS

- The **Food Safety Enhancement Program** (FSEP) is the CFIA's approach to encourage and support the development, implementation and maintenance of HACCP systems in all federally registered establishments. HACCP implementation is mandatory for the meat slaughter and processing industry and is voluntary for other federally registered establishments, including processed products, egg, dairy and honey. This system is designed to help processors meet food safety standards by implementing processing controls throughout production, thus preventing food safety hazards from occurring. In 2008–09, the FSEP will be reviewed to make it less prescriptive and more customized towards each commodity group. This process will make it more practical for industry to move forward in the development and implementation of its HACCP systems.
- Producing safe agricultural products and protecting them from on-farm hazards is the primary focus of industry-developed **On-Farm Food Safety** (OFFS) programs based on HACCP. The CFIA will continue working with the provinces and territories on the OFFS Recognition Program, which formally recognizes OFFS programs developed by national producer organizations. Government recognition of HACCP-based OFFS programs may enhance Canada's domestic and international reputation as a leader in food safety and quality, which could result in expanded markets for Canadian products.
- The **Quality Management Program** (QMP) is a regulatory-based system that requires all federally registered fish processing plants in Canada to develop and implement an in-plant quality control program. The QMP uses the principles of HACCP to provide a high level of assurance that fish and seafood products produced in Canada are safe and wholesome to eat. The QMP also deals with non-safety issues, including fish quality and federal regulatory requirements such as labelling.

Note: *Meat Inspection Reform, Good Importing Practices and HACCP initiatives also support section 2.3b Domestic and International Market Access.*

Strategy Two: Maintaining capacity to predict and respond to emergencies

In order to advance Strategy Two, in 2008–09, the CFIA will:

- continue to issue public warnings within 24 hours of Class I recall decisions—one of the key measures that the CFIA uses to assess its performance in managing food safety risks is the time it takes to respond to situations requiring a Class I recall. A Class I recall is carried out when there is a reasonable probability (as determined through a risk assessment) that the use of, or exposure to, a food product in violation of standards will cause serious adverse health consequences or death. Once an assessment has been received that indicates there is a risk to the public and a Class I recall is warranted, the CFIA issues a public warning within 24 hours of the recall decision;
- develop an action plan to enhance the food safety system, in particular as it relates to foodborne illness investigation and response; and
- continue to work within the context of the Government of Canada's **Public Security and Anti-Terrorism** (PSAT) initiative to prepare for and respond to food safety threats and incidents. In 2008–09, the CFIA will maintain its capacity to respond to emergencies by strengthening surveillance, detection, science, and laboratory capacity. The CFIA will continue to evaluate alternative methodology to reduce testing time; update and exercise response plans; respond to outbreaks of foodborne illness; and have systems in place to respond to emergencies such as disease outbreaks. (PSAT also supports section 2.2 Strategic Outcome: A safe and sustainable plant and animal resource base).

Strategy Three: Carrying out education and outreach activities

In order to advance Strategy Three, in 2008–09, CFIA will:

- launch an advertising campaign to increase awareness of and promote CFIA's food recall system and advisory services to Canadians;
- continue the outreach campaign to international travellers to raise awareness of the need to declare all food, plants and animals when returning to Canada;
- develop food safety-related communications, including print publications and website updates to provide information and educational materials on food safety risks and measures;
- advance food safety displays in public fairs and exhibitions targeting consumers and food industry; and
- recognizing that more and more consumers are using food labelling as a source of information to help them make healthy food choices, the CFIA will continue to work with Health Canada on the **Labelling as a Public Health Tool** policy framework to support regulatory initiatives such as nutrition labelling, discretionary food fortification, allergen labelling, and safe handling and cooking labelling. The time frame for full implementation is five years as remaining related regulations are promulgated. During this five-year period, the CFIA will work with Health Canada to develop and implement a staged compliance strategy; develop an effective compliance and enforcement approach to mandatory allergen labelling; further implement the nutrition labelling regulations and monitor compliance on a risk-based priority and sectoral approach; train inspection and headquarters

staff on the interpretation and enforcement of the regulations; and develop and disseminate plain language and interpretive documents to help industry understand and comply with the regulations.

2.1b Program Activity: Zoonotic Risk

Zoonotic risk programs work with federal and provincial partners and organizations to improve the overall health of Canadians. A primary contribution to this effort is in protecting Canadians from the spread of diseases transmissible, or potentially transmissible, from animal populations to humans. Zoonotic risks are managed and minimized through the development and delivery of programs and services focused on the animal health aspect and designed to help prevent and control the spread of zoonotic diseases, support public awareness, conduct inspections, and monitor and test.

Expected Result: Risks of the transmission of animal diseases to humans are managed within acceptable limits.[14]	
Performance Indicators	**Targets**
Number of incidents of avian influenza that expand beyond the initial control zone	No expansion of the disease beyond the initial control zone

Financial Resources ($ millions)		
2008–09	**2009–10**	**2010–11**
126.1	101.6	102.0

Human Resources (FTEs)		
2008–09	**2009–10**	**2010–11**
913	821	821

Risk Context

Zoonotic Outbreaks/Incidents—Animals, both domestic and wild, can potentially transmit disease-causing agents to humans. BSE, avian influenza, the spread of West Nile virus and the detection of new strains of rabies are examples of the potential for diseases of animal origin that could affect public health. The CFIA's science, program and regulatory frameworks must keep pace with existing and emerging disease threats.

Strategies for mitigating risks and achieving expected results

The CFIA employs the following two strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Conducting disease surveillance, detection and control activities; and
- Strategy Two: Collaborating with partners to enhance program and regulatory frameworks.

[14] Acceptable limits are currently being defined in terms of established performance indicators. The CFIA is undertaking an extensive exercise to review all of its indicators to ensure that they are fair, reliable and valid measures that comprehensively capture the extent to which the Agency has achieved its expected results.

Strategy One: Conducting surveillance, detection and control activities

In order to advance Strategy One, in 2008–09, CFIA will:

- establish electronic links with the Public Health Laboratory Network and the U.S. Animal Health Laboratory Network to collect data in real time for direct input to the **Canadian Animal Health Surveillance Network (CAHSN)**; and
- continue working toward a national **early warning system** for animal disease threats to the food supply, food safety or public health; a **federal-provincial laboratory network** for the rapid diagnosis of serious infectious animal diseases; and an **information-sharing network** linking federal and provincial agencies and departments of animal and human health.

Learn About...

CANADIAN ANIMAL HEALTH SURVEILLANCE NETWORK (CAHSN)

The CFIA's surveillance activities are supported by a nationwide network known as the **Canadian Animal Health Surveillance Network (CAHSN)**, which draws on the disease detection capabilities of practising veterinarians, provincial and university diagnostic laboratories and the federal government.

The CAHSN focuses on early detection of animal disease threats that could have zoonotic potential in order to provide a rapid response to minimize the human health and economic risks to Canada. Surveillance data received from many sources is combined and simultaneously alerts both human and animal health authorities in other jurisdictions within Canada when potential animal disease threats are identified.

Strategy Two: Collaborating with partners to enhance program and regulatory frameworks

In order to advance Strategy Two, in 2008-09, CFIA will:

- in collaboration with federal and provincial partners, international trading partners, international standard-setting bodies, the Canadian Cattle Identification Agency (CCIA), and regulated parties, **continue to work towards the eradication of BSE** from the national cattle herd by putting in place measures that are science-based and internationally recognized as effective ways to prevent BSE transmission and by undertaking a review of the CFIA's BSE surveillance activities to ensure that they continue to meet the OIE requirements in a costeffective manner; and
- in collaboration with the Public Health Agency of Canada, Public Safety Canada, Environment Canada, and the Canadian Institutes for Health Research, continue to advance work under the **Avian and Pandemic Influenza Preparedness Strategy** to provide Canadian leadership on animal and public health issues. Investments will focus on collaborative surveillance design for early detection of avian influenza through migratory bird assessments and targeted sampling of domestic populations.

Learn About...
BSE RISK STATUS

In 2006, the OIE established a new process to assign BSE risk status to member countries based primarily on the strength of three program elements: import controls; feed ban; and surveillance. The integrity and quality of Canada's surveillance efforts have been critical to the OIE's recommendation in 2007 that Canada be considered "controlled risk" for BSE. Annual OIE reassessment of BSE programs will be required to retain "controlled risk" status, and rigorous surveillance data will be required to demonstrate the effectiveness of the **Enhanced Feed Ban** (See section 2.2a Animal Health Risks and Production Systems for more information) in accelerating the eradication of BSE.

Learn About...
AVIAN INFLUENZA (AI): POTENTIAL THREATS

Canada faces two major, interrelated animal and public health threats with respect to avian influenza. The first is the possibility that the highly pathogenic H5N1 Asian sub-type of avian influenza will spread to wild birds and domestic fowl, which would severely impact Canada's poultry industry and other sectors. The second, far more troubling threat is the potential for a human pandemic influenza caused by a mutation of H5N1 or other viruses.

For more information on the CFIA's AI programming, visit: **http://www.inspection.gc.ca/english/anima/heasan/disemala/avflu/avflue.shtml**

2.2 Strategic Outcome: A safe and sustainable plant and animal resource base

GoC Outcome	Strong Economic Growth			A Clean and Healthy Environment		
CFIA Strategic Outcome	A safe and sustainable plant and animal resource base					
Expected Results	Risks to the animal resource base are managed within acceptable limits		Risks to the plant resource base are managed within acceptable limits		Risks to biodiversity within the animal and plant resource base are managed within acceptable limits	
Program Activities	Animal Health Risks and Production Systems		Plant Health Risks and Production Systems		Biodiversity Protection	
Key Strategic Risks	Animal Disease Hazards	Science and Technology Capacity	Plant Pest Hazards	Science and Technology Capacity	Animal Disease and Plant Pest Hazards	Science and Technology Capacity
Priorities	Strengthening preparedness to mitigate and respond to animal and plant diseases and pests					
Strategies	• Conducting animal disease surveillance, detection and control activities; and • Collaborating with partners and stakeholders to enhance program and regulatory frameworks		• Conducting plant disease surveillance, detection and control activities • Collaborating with partners and stakeholders to enhance proram and regulatory frameworks		• Preventing the spread of invasive alien species and assessing agricultural products for safety and efficacy; and • Collaborating with partners and stakeholders to enhance program and regulatory frameworks	

SO 2 Strategic Planning Framework

The Government of Canada recognizes that our traditional industries such as agriculture and forestry have long been anchors of our nation's economic and social well-being. In support of maintaining the integrity and viability of these key sectors, the Government has announced, among its priority commitments, its intention to provide for a prosperous future and to improve and protect the environment.

The Canadian Food Inspection Agency's (CFIA) contribution to these Government priorities is focused on the promotion of a safe and sustainable plant and animal resource base. This entails protecting Canada's crops, forests, livestock, aquatic animals and biodiversity from regulated pests and diseases; preventing the introduction of undesirable or dangerous substances into human food through animal and plant production systems by way of animal feeds, seeds, fertilizers and supplements; and assessing the environmental sustainability of new products derived through enabling technologies, such as biotechnology.

Key risks to the CFIA's capacity to achieve this strategic outcome are: *animal and plant pest hazards* and *science and technology capacity*. In order to mitigate these risks, the Agency will concentrate its efforts on the delivery of the following priority:

- strengthening preparedness to mitigate and respond to animal and plant diseases and pests.

The key strategies are presented, per the CFIA's Program Activity Architecture (PAA), under three program activities:

- Animal Health Risks and Production Systems;
- Plant Health Risks and Production Systems; and
- Biodiversity Protection.

These key strategies and the planned activities that support them are described in the following sections 2.2a, 2.2b and 2.2c.

2.2a Program Activity: Animal Health Risks and Production Systems

Protecting the animal resource base is integral to the Canadian food supply and critical to the well-being of all Canadians. The CFIA's animal heath risks and production systems programming plays an important role in minimizing and managing risk by protecting Canada's animals (including livestock, aquatic species and wildlife) from regulated diseases and from deliberate threats to the resource base. Programs and services are designed to protect Canadian animal resources, feeds and animal products, as well as to manage animal disease emergencies effectively. Public confidence in animal health status, production systems, safety of animal products and their by-products is significantly enhanced by Canada's reputation for effectively mitigating the risk of serious diseases.

Expected Result: Risks to the animal resource base are managed within acceptable limits[15]	
Performance Indicators	**Targets**
Extent to which the CFIA's data indicates that foreign regulated animal diseases have entered Canada via specified regulated pathways	No evidence (i.e. confirmed by the CFIA's data) that foreign regulated animal diseases have entered into Canada through specified regulated pathways
Extent to which the CFIA's data indicates the spread of foreign regulated animal diseases which entered into Canada this fiscal year[16]	No evidence of spread of foreign regulated animal diseases beyond the initial control zone
Extent to which renderers and feed mills inspected are without any major deviations with respect to the *Feeds Regulations* and the *Health of Animals Regulations* (Enhanced Feed Ban)	≥ 95 per cent compliance rate

Financial Resources ($ millions)		
2008–09	**2009–10**	**2010–11**
74.7	70.8	71.0

Human Resources (FTEs)		
2008–09	**2009–10**	**2010–11**
751	751	751

Risk Context

Animal Disease Hazards—A healthy and sustainable animal resource base in Canada is critical to the environmental objectives and the economy. The CFIA, along with its partners, utilizes numerous measures to identify and reduce threats to the animal resource base, ranging from surveys and movement control to eradication and emergency response. The numerous possible pathways for entry of animal diseases into Canada, together with the potential environmental impact, and to some degree social and/or economic impact of a major animal disease outbreak, make this a significant challenge that must continue to be actively addressed by the CFIA.

Science and Technology Capacity—Trade globalization has amplified the number, scope and sophistication of organizations subject to CFIA inspections. Additionally, globalization has resulted in more commodities from higher-risk markets being imported into Canada, thereby increasing Canada's exposure to contamination and increasing the introduction of new vectors for disease transmission. The CFIA's science and technology capacity must keep pace with these considerations in order to adequately conduct its compliance and enforcement activities to protect the animal resource base.

[15] Acceptable limits are currently being defined in terms of established performance indicators. The CFIA is undertaking an extensive exercise to review all of its indicators to ensure that they are fair, reliable and valid measures that comprehensively capture the extent to which the Agency has achieved its expected results.

[16] This indicator reflects only foreign animal diseases at this point. The CFIA also conducts a wide variety of activities with regard to animal diseases already established in Canada. Performance measures to illustrate performance in this regard will be developed and will be reported on in future years.

Strategies for mitigating risks and achieving expected results

Canada's ability to market animals, animal products and by-products, and livestock feed depends on its freedom from serious zoonotic diseases. It also depends on maintaining the confidence of consumers and international officials in Canada's commitment to protecting the health of animals, humans and the ecosystem.

The CFIA's animal health and livestock feed programming is instrumental in helping the CFIA to protect the health of animals and the integrity of the food chain. Ongoing activities to advance these efforts include research in support of program/policy development and decision making; regular monitoring, inspection and testing of imported animals; disease control and eradication activities; and, administration of a national inspection program for feed.

The CFIA employs the following two strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Conducting animal disease surveillance, detection and control activities; and
- Strategy Two: Collaborating with partners and stakeholders to enhance program and regulatory frameworks.

Strategy One: Conducting animal disease surveillance, detection and control activities

In order to advance Strategy One, in 2008–09, the CFIA will:

- continue recruiting, hiring and training veterinarians for the **Canadian Veterinary Reserve**, a program which aims to provide Canada with the surge capacity, expertise and rapid response capability required to continue to respond to domestic incidents while providing assistance to other countries during international disease-control efforts;

Learn About...
FOOT-AND-MOUTH DISEASE PREPAREDNESS STRATEGY

Foot-and-Mouth Disease (FMD)[17] is an extremely contagious viral disease that can affect cloven-hoofed animals such as cattle, hogs and sheep. An outbreak of FMD in Canada would result in substantial economic losses due to the cost of control measures, the loss of revenue in the trade of animals and animal products, and the negative impact on tourism. Most notably, international markets would close to Canadian animals and meat, the livelihood of producers and processors would be severely affected, and animals would need to be destroyed. Over the last several years, the CFIA has refined its plans and procedures related to FMD based on lessons learned and the experiences of other countries, such as the United Kingdom in 2001.

[17] For more information on FMD, visit the CFIA's FMD website at **http://www.inspection.gc.ca/english/anima/heasan/disemala/fmdfie/inf_e.shtml**

Learn About...
CANADIAN VETERINARY RESERVE

In November 2006, the Minister of Agriculture and Agri-Food and Minister for the Canadian Wheat Board and the President of the Canadian Veterinary Medical Association (CVMA), announced that a pool of private sector veterinarians would be established to assist governments in responding to animal health emergencies such as disease outbreaks or natural disasters.

The Canadian Veterinary Reserve (CVR) supplements existing response capabilities of federal and provincial governments and provides Canada with additional flexibility to increase its support for international animal disease control efforts.

The first phase of the CVR program focuses on providing a roster of private sector veterinarians who could be called upon to assist the CFIA on an as-needed basis to provide short term support in defined emergency situations, such as Avian Influenza, anywhere in Canada. In the future, the CVR could also provide vets in civil emergencies such as natural disasters and international crisis situations.

A recruitment campaign is currently in full swing, with a target to sign up 50 to 150 vets in this initial phase. The reserve is expected to grow to 300 to 500 over five years. Close to 100 CVR members have been trained by the CFIA in foreign animal disease response at the Agency's National Centre for Foreign Animal Disease in Winnpeg, Manitoba.

- continue partnering efforts with the Canada Border Services Agency (CBSA) and the Canadian Wildlife Service to **establish networks of experts** in various fora to ensure timely detection of and response to emerging diseases;
- identify areas for improvement to existing **Foot-and-Mouth Disease emergency prevention, preparedness and response** efforts and focus the risk-based action plan accordingly; and
- establish steering committees and conduct workshops with stakeholders to further develop the **National Animal Health Strategy** and related **Animal Health Science Foresight** (See Strategy Two for more information).

Strategy Two: Collaborating with partners and stakeholders to enhance program and regulatory frameworks

In order to advance Strategy Two, in 2008–09, the CFIA will:

- launch the **National Animal Health Strategy** in collaboration with industry and other federal partners, including Agriculture and Agri-Food Canada, Environment Canada, Health Canada, the Public Health Agency of Canada, the Department of Fisheries and Oceans and Parks Canada;
- continue to work with federal, provincial and territorial departments responsible for wildlife, forests, fisheries and aquaculture to implement the **National Wildlife Disease Strategy**, which establishes a coordinated national policy and management framework to respond to and minimize the impacts of animal diseases originating in wildlife;

- work with the provinces to verify compliance of establishments under provincial jurisdiction with the new requirements of the **Enhanced Feed Ban**;
- continue to work with partners to develop the **Avian and Pandemic Influenza Preparedness Strategy**—under this strategy, the CFIA is investing in seven areas to address avian and pandemic preparedness: vaccines and antivirals; surge capacity; prevention and early warning; emergency preparedness; critical science and regulation; risk communications; and federal/provincial/territorial (F/P/T) and international collaboration;
- conduct a joint **international avian and pandemic response exercise** in cooperation with federal partners and in conjunction with Mexico and the U.S. as part of the North American Plan for Avian and Pandemic Influenza[18]; and
- continue contributing to collaborative emergency preparedness research initiatives with the objective to prepare for potential animal disease outbreak emergencies.

Learn About...

THE NATIONAL ANIMAL HEALTH STRATEGY AND ANIMAL HEALTH SCIENCE FORESIGHT

The CFIA is leading the development of an integrated National Animal Health Strategy (NAHS) to consolidate animal health risk management activities and approaches across the country. The NAHS will cover animal populations such as wildlife, farm animals, pets, aquatic animals, laboratory animals and zoo animals, and will focus on inclusive approaches to governance, accountability and investment on the part of federal, provincial and private sector stakeholders. It will also reflect advances in production systems and disease control approaches, and will address environmental sustainability issues such as animal disposal and disease impacts on the ecosystem. Supporting activities to the NAHS include developing Animal Health Science Foresight to enhance capability and capacity among partners and stakeholders to respond to animal health concerns. An integrated approach will foster collaboration among animal health science organizations across governments, industry, academia and other domestic and international organizations; will better enable technology and knowledge transfer; and will guide policy development.

[18] *North American Plan for Avian and Pandemic Influenza* is available on the Internet at: **http://www.spp.gov/pdf/nap_flu07.pdf**

Learn About...
THE ENHANCED FEED BAN

The Enhanced Feed Ban came into effect on July 12, 2007. It consists of a series of regulatory controls and measures intended to further mitigate the risk of bovine spongiform encephalopathy (BSE) and to protect the health of Canadian livestock. Under the amended regulations, the use of certain cattle tissues capable of transmitting BSE, known as specified risk material (SRM), is strictly prohibited in the manufacture of animal feed, pet food and fertilizer. All SRM must be properly segregated and appropriately managed with permits through to disposal. All persons must comply with these requirements. The amended regulations also provide new requirements for the certification for export of products of rendering plants or fertilizer, fertilizer supplements or animal food that contain a product of a rendering plant.

2.2b Program Activity: Plant Health Risks and Production Systems

Protection of the plant resource base is integral to the Canadian food supply and critical to the well-being of all Canadians. Plant health risks and production systems programming plays an important role in minimizing and managing risk by protecting Canada's plant resource base (crops and forests) from regulated pests and disease—including deliberate threats to the resource base—and by regulating agricultural products. Programs and services are developed and delivered to protect Canadian plant resources, fertilizers and plant products. Public confidence in plants, production systems and plant products is significantly enhanced by Canada's reputation for effectively mitigating the risk of serious pests and diseases.

Expected Result: Risks to the plant resource base are managed within acceptable limits.[19]	
Performance Indicators	**Targets**
Extent to which CFIA data indicates the entry and establishment of new and foreign regulated plant diseases and pests into Canada (listed diseases/pests in the Regulated Pest List for Canada)	No evidence (i.e. confirmed CFIA data) of the entry and establishment of new foreign regulated plant diseases and pests into Canada through specified regulated pathways
Extent of change in the presence of regulated plant diseases or pests beyond the regulated areas	No evidence of increase in the size of regulated areas for plant diseases/pests attributable to human activity
Extent to which plant health risks identified by the CFIA (within and outside Canada), are communicated to the affected stakeholders	Following the identification of a plant health risk, appropriate information is communicated with the relevant stakeholders in less than one month

[19] Acceptable limits are currently being defined in terms of established performance indicators. The CFIA is undertaking an extensive exercise to review all of its indicators to ensure that they are fair, reliable and valid measures that comprehensively capture the extent to which the Agency has achieved its expected results.

Financial Resources ($ millions)		
2008–09	2009–10	2010–11
79.0	77.0	62.6

Human Resources (FTEs)		
2008–09	2009–10	2010–11
753	752	677

Risk Context

Plant Pest Hazards— A healthy and sustainable plant resource base in Canada is critical to the environment, social objectives and the economy. The CFIA, along with its partners, utilizes numerous measures to identify and reduce threats to the plant resource base, ranging from surveys and movement control to eradication and emergency response. The numerous possible pathways for entry of plant diseases into Canada, together with the potential environmental and economic impacts of the spread of a plant pest, make this a significant challenge that must continue to be actively addressed by the CFIA.

Science and Technology Capacity—Trade globalization has amplified the number, scope and sophistication of organizations subject to CFIA inspections. Additionally, globalization has resulted in more commodities from higher-risk markets being imported into Canada, thereby increasing Canada's exposure to contamination and increasing the introduction of new vectors for disease transmission. The CFIA's science and technology capacity must keep pace with these considerations in order to adequately conduct its compliance and enforcement activities to protect the plant resource base.

Strategies for mitigating risks and achieving expected results

The CFIA has the mandate under the *Plant Protection Act* to protect the plant resource base from plant pests and diseases. This resource base includes commercial plant-based agriculture and forestry. The Plant Health program is continuously updating and adjusting to respond to risks caused by expanding global trade with the most effective risk management strategies possible using available resources.

The CFIA administers the regulatory oversight for agricultural inputs, such as seeds and fertilizer, for Canada's plant-based commercial agriculture system under the *Seeds Act* and the *Fertilizers Act*. The mandate is to ensure that plant varieties, innovative plant products (including products of biotechnology), fertilizers and supplements, are beneficial, do not impact on environmental sustainability within the agricultural production system and mitigate potential adverse human health impacts associated with handling and use of the products.

The CFIA employs the following two strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Conducting plant disease surveillance, detection and control activities; and
- Strategy Two: Collaborating with partners and stakeholders to enhance program and regulatory frameworks.

Learn About...

REGULATING AGRICULTURAL INPUTS TO THE PLANT-BASED AGRICULTURAL SYSTEM

Canada's crops and forests are also protected by the CFIA's ongoing efforts related to the regulation of seeds, innovative plant products (including products of biotechnology), and plant supplements and fertilizers. For fertilizers and plant supplements, the CFIA conducts product inspections at blending and manufacturing plants, retail outlets and warehouses. The CFIA also routinely assesses and samples fertilizers and supplements to verify that they meet Canada's standards for safety. The samples are tested for contaminants such as heavy metals, pesticides and pathogens such as *salmonella*. When necessary, the CFIA undertakes compliance and enforcement activities.

Pre-market assessments, as well as field inspections to ensure that required control measures are being met, are conducted on innovative plant products such as plants with novel traits. These pre-market risk assessments and field inspections mitigate potential environmental risks that may be caused by the introduction of innovative products. Pre-market assessments are also conducted prior to commercialization of most new commercial plant varieties.

Strategy One: Conducting plant disease surveillance, detection and control activities

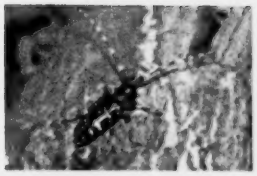
In order to advance Strategy One, in 2008–09, the CFIA will:

- increase its focus and effort on off-shore risk mitigation for imported plant products before they reach the Canadian border by **implementing systems-based certification programs with the country of origin**; and
- finalize the **Plant Pest Containment Guidelines** for facilities handling plant pests to serve as the basis for the CFIA's approval of medium-to-high-risk containment for facilities and laboratories.

Strategy Two: Collaborating with partners and stakeholders to enhance program and regulatory frameworks

In order to advance Strategy Two, in 2008–09, the CFIA will:

- continue working with partners and stakeholders to improve programs and regulatory frameworks in support of managing risks to the plant resource base by **modernizing the agricultural inputs and plant products programs** related to plant production systems;



- continue development of a "North American Perimeter Approach" to enhance cooperation to protect plant resources within countries through a collaborative approach towards addressing risks;
- continue working with other government departments and stakeholders to continue development of the **National Plant Biosecurity Strategy** (NPBS);
- continue leading the development of the **National Plant Health Co-operation Framework** to outline a comprehensive approach in Canada to eradicate, control and manage critical plant pests;
- continue development of the **Plant Health Compensation Framework** with the key objectives of reducing the wait time in providing compensation to producers in cases where plant quarantine actions are taken for a specified pest, and to clarify the circumstances under which compensation is granted;
- together with Natural Resources Canada, advance the **Forestry Research Strategy for Plant Quarantine Pests** to forecast research needs for the next five years; and
- advance **proactive** communications, education and outreach of plant health risks to stakeholders.

Learn About...

FORESTRY RESEARCH PLAN FOR PLANT QUARANTINE PESTS

The value of the forestry industry within Canada is over $80 billion annually. The introduction of pests can have devastating effects on forest health, loss of native biodiversity and losses to timber and other valuable forest resources. Trade issues due to pest quarantines also pose significant challenges for the government. Hence, the Canadian Forest Service (CFS) and the CFIA have collaborated on a Forestry Research Plan for Plant Quarantine Pests to forecast research needs for the next five years. This initiative will improve collaboration between the CFIA and CFS and strategically align resources towards areas of concern while providing the necessary flexible framework to structure research needs for future plant quarantine pest problems. Working collaboratively will enhance capacity to support the development and improvement of policies to prevent the introduction and establishment of plant quarantine pests in Canada, and will improve technology and knowledge transfer to support the development of policies, regulations, international agreements and management tools.

2.2c Program Activity: Biodiversity Protection

The term biodiversity refers to the range of organisms present in a particular ecological community or system. It can be measured by the numbers and types of different species, or by genetic variations within and between species. Biodiversity provides the conditions and drives the processes that sustain the global economy and our very existence on earth.

Protection of Canada's biodiversity is critical to the sustainability of Canada's environment. Biodiversity protection programming plays an important role in minimizing and managing risks to Canada's environment by developing and delivering programs and risk mitigation strategies to protect Canada's biodiversity from the spread of invasive species and other pests due to environmental change and from novel agricultural products, including products of emerging technologies. Programs are developed and delivered to assess and manage environmental safety for the introduction of agricultural products. Through these programs, public confidence in Canada's ability to assess and manage the risks associated with the introduction of new species and/or new agricultural products is maintained and significantly enhanced.

The CFIA provides regulatory oversight for novel agricultural products, including products of biotechnology, and for agricultural inputs that have the potential to impact natural and managed ecosystems through the destruction of plant material or to harm other organisms in that environment.

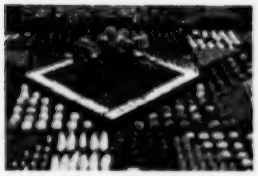
While all Canadians benefit from the preservation of our natural habitats, the key beneficiaries of this program activity are the agricultural and forestry sectors, as economic and environmental losses for producers and foresters that could be incurred through destructive plant pests and diseases, or by the introduction of harmful innovative plant products and agricultural inputs, are reduced or prevented. These programs also benefit Canadian industry by instilling international confidence in our regulatory systems, thereby supporting export of Canadian products.

Expected Result*: Risks to biodiversity within the animal and plant resource base are managed within acceptable limits.	
Performance Indicators	**Targets**
TBD	TBD
TBD	TBD

** Biodiversity protection is a new program activity for the CFIA. As such, the Agency is currently in the process of developing performance indicators and targets that accurately and comprehensively capture the effectiveness of our work under this program activity.*

Financial Resources ($ millions)		
2008–09	**2009–10**	**2010–11**
14.8	13.9	13.9

Human Resources (FTEs)		
2008–09	**2009–10**	**2010–11**
130	130	130



Risk Context

Animal Disease and Plant Pest Hazards—A healthy and sustainable plant and animal resource base in Canada is critical to the environment, social objectives and the economy. The CFIA, along with its partners, utilizes numerous measures to identify and reduce threats to the animal and plant resource base, ranging from surveys and movement control to eradication and emergency response. The numerous possible pathways for entry of plant and animal diseases into Canada, together with the potential environmental impact, and to some degree social and/or economic impact of a major animal disease outbreak or the spread of a plant pest, make this a significant challenge that must continue to be actively addressed by the CFIA.

Science and Technology Capacity—Globalization has resulted in more commodities from higher-risk markets, and of novel agricultural inputs, being imported into Canada, thereby increasing the introduction of new vectors for disease transmission. The CFIA's science and technology capacity must keep pace with these considerations in order to protect biodiversity in Canada's animal and plant resource base.

Strategies for mitigating risks and achieving expected results

The CFIA employs the following two strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Preventing the spread of invasive alien species and assessing agricultural products for safety and efficacy; and
- Strategy Two: Collaborating with partners and stakeholders to enhance program and regulatory frameworks.

Strategy One: Preventing the spread of invasive alien species and assessing agricultural products for safety and efficacy

In order to advance Strategy One, in 2008–09, the CFIA will:

- advance the **Plant Health Program** to prevent the spread of invasive alien species;
- focus on **increasing communication** with our regulatory partners as well as regulated parties and the Canadian public;
- **assess agricultural products**, including livestock feeds, supplements, veterinary biologics and seeds, to ensure they are effective, safe and contribute to efficient production and maintenance of healthy livestock and crops and food safety; and
- undertake environmental safety assessments of plants with novel traits (PNTs), novel feeds, novel fertilizer supplements, and veterinary biologics (including products of biotechnology) to take into account impacts on biodiversity, sustainability, impacts on non-target organisms and exposure to bystanders.

Learn About...

PREVENTING THE SPREAD OF INVASIVE ALIEN SPECIES

Invasive alien species (IAS) are plants, animals and other living organisms that spread when introduced to new areas and that cause serious and often irreversible damage where they become established. Due to their impacts as predators, parasites and competitors of the established flora and fauna in invaded areas, IAS are considered to be the second most significant threat to biodiversity after habitat loss. Species such as Asian long-horned beetle attack native Canadian species, reducing their viability and potentially threatening their continued existence in parts of their natural range.

New IAS may be introduced by pathways that include plants, plant products and people. The CFIA Plant Health program focuses on the prevention of IAS through the identification and regulation of high-risk species and pathways and—in collaboration with partners such as the Canadian Forest Service—the detection and management of critical species. Activities to protect biodiversity include the identification of high-risk species through risk analysis, surveillance, response planning, regulation of high-risk pathways, and collaboration with partners to respond effectively to existing IAS and to provide information to Canadians on IAS.

Strategy Two: Collaborating with partners and stakeholders to enhance program and regulatory frameworks

In order to advance Strategy Two, in 2008–09, the CFIA will:

- work with partners and stakeholders to **enhance program and regulatory frameworks** in support of managing risks to biodiversity as relevant to the plant and animal resource base;
- advance a **regulatory modernization initiative for biotechnology** whereby collaborative policy discussion and development between all affected federal partners will ensure that a consistent approach to regulatory oversight is taken, duplication eliminated where possible and regulatory gaps are addressed;
- undertake **multi-stakeholder consultations** to clarify and update the regulatory requirements for products of biotechnology to ensure that industry has clear guidance as to when a product triggers regulation, which regulatory requirements must be met and which regulatory processes must be followed (this inititative also supports strategic outcome 3, with a focus on consumers and integrated regulatory frameworks);
- advance the **National Plant Biosecurity Strategy** (NPBS) to strengthen the capacity of an integrated Canadian plant health regulatory system; strengthen the capacity of Canada's plant biotechnology regulatory system to support new product innovation while maintaining environmental sustainability and consumer and market confidence; and, strengthen and streamline the Canadian seed and fertilizer regulatory framework to support enhanced regulatory

compliance and a strong regulatory process in order to prevent potential adverse effects and to ensure that these agricultural inputs do not cause adverse effects when agricultural products are released into the environment. A series of activities are planned for 2008–09 toward developing the NPBS, including:

- conducting stakeholder consultations;
- developing an import policy for innovative plant products;
- initiating development of a **Plant Health Control and Tracking System** to provide timely and accurate information on plants and plant products, and CFIA activities related to facilitating the movement of goods or preventing the introduction and spread of plant pests;
- establishing a coordinated **emergency response plan** for plant pests and diseases;
- initiating the development of a **Canadian Invasive Plant Framework**, in collaboration with other government organizations, to clarify roles and responsibilities with respect to invasive plants, and to facilitate collaborative actions to protect Canada from the impacts of high-priority invasive plants; and
- determining first-priority **invasive plant species** that threaten Canada and establishing appropriate response plans and control measures for their prevention, early detection, or management.

Learn About...

THE FIVE-YEAR BIOTECHNOLOGY RESEARCH PLAN, 2008–13

Canada is a leader in biotechnology research and development, and the biotechnology industry is a vital part of the Canadian economy. Products of biotechnology offer many potential benefits to consumers and the environment, but appropriate regulation is essential if these benefits are to be realized. The CFIA regulates products of biotechnology and other novel organisms through mandatory pre-market evaluation programs that determine whether such products can be safely released into the environment and marketplace. The CFIA has exclusive or shared regulatory responsibilities for novel plants, feeds, fertilizers, animals, veterinary biologics and foods.

Research in support of regulation is a critical component of Canada's regulatory system. As new products of biotechnology are developed, new knowledge is required to support policy development and to make and enforce regulatory decisions.

The **Biotechnology Research Plan** will support the CFIA in achieving its regulatory responsibilities through coordinated biotechnology research and development activities. This research strategy will align research themes with the CFIA's mandate and Government of Canada priorities and foster the engagement of stakeholders for the effective development and delivery of research activities.

2.3 Strategic Outcome: Contributes to consumer protection and market access based on the application of science and standards

GoC Outcome	**A Fair and Secure Marketplace**	**A Prosperous Canada through Global Commerce**
CFIA Strategic Outcome	Contributes to consumer protection and market access based on the application of science and standards	
Expected Results	The CFIA's regulatory framework provides the greatest net benefit for Canadians as it is based on scientific approaches and takes into account international contributions and stakeholders' interests	Canadian producers of food, plants, animals and related products operate within a fair and efficient marketplace, from which Canadian consumers benefit
Program Activities	**Integrated Regulatory Frameworks**	**Domestic and International Market Access**
Key Strategic Risks	Partnership: Roles and Responsibilities	Program Framework
Priorities	Improving the program and regulatory frameworks to support continued consumer protection and economic propserity	
Strategies	• Improving and modernizing program and regulatory frameworks; and • Promoting national and international alignment.	• Protecting consumers and the marketplace from unfair practices; • Contributing to a fair and efficient marketplace and improving market access; and • Promoting the security of Canada's food supply and agricultural resource base.

SO3 Strategic Planning Framework

A fair and secure marketplace maintains and enhances consumer confidence and gives businesses an optimal environment for competitiveness. The CFIA is committed to maintaining and improving the legislative and regulatory base related to its mandate in order to protect consumers and support high standards for a safe, fair and secure trading system. The CFIA will continue to promote strong, coherent and science-based regulation and standards, both domestically and internationally, for food safety and public health, consumer protection and animal and plant health.

The CFIA will also concentrate its efforts on strengthening and modernizing its regulatory base to protect consumers and facilitate market access. The objective is to have an outcome-oriented regulatory base that incorporates, by reference, international science-based standards that are effective and support innovation by regulated industry, while providing for appropriate oversight by the CFIA.

The strategies, programs and activities related to achieving this strategic outcome also contribute to enabling the CFIA to achieve the strategic outcomes previously covered in this document. The roles and responsibilities of the key federal partners and international standard-setting organizations for this strategic outcome are described in section 4.2 of this report.

Key risks to the CFIA's capacity to achieve this strategic outcome are the *program framework* and *partnership*. In order to mitigate these risks, the Agency will concentrate its efforts on the delivery of the following priority:

- improving the program and regulatory frameworks to support continued consumer protection and economic prosperity.

The key strategies are presented per the CFIA's Program Activity Architecture (PAA), under two program activities

- Integrated Regulatory Frameworks; and
- Domestic and International Market Access.

These key strategies and the planned activities that support them are described in the following sections 2.3a and 2.3b.

2.3a Program Activity: Integrated Regulatory Frameworks

Integrated regulatory frameworks programming enables economic prosperity of Canadians through its contribution to the development and effective implementation of national and international regulatory frameworks for food, animals and plants, and their products that are transparent, science-based, rules-based and mutually reinforcing. By contributing to the development of these frameworks, the ability of different jurisdictions to protect against sanitary and phytosanitary[20] risks, and to pursue other legitimate objectives in a manner that is consistent with a fair and competitive market economy, is reinforced.

Expected Result: The CFIA's regulatory framework provides the greatest net benefit for Canadians as it is based on scientific approaches and takes into account international contributions and stakeholders' interests

Performance Indicators	Targets
The proportion of regulatory initiatives that are pre-published in *Canada Gazette*, Part I prior to publication in *Canada Gazette*, Part II[21]	≥ 95 per cent of regulatory initiatives are pre-published in *Canada Gazette*, Part I prior to publication in *Canada Gazette*, Part II

[20] Phytosanitary: Pertaining specifically to the health of plants.

[21] There are instances where a regulatory initiative would be published in *Canada Gazette* Part II without being pre-published in *Canada Gazette* Part I. This is a measure of the extent to which stakeholders and partners have the opportunity to comment on specific initiatives.

Financial Resources ($ millions)		
2008–09	2009–10	2010–11
19.5	18.3	18.4

Human Resources (FTEs)		
2008–09	2009–10	2010–11
237	237	237

Risk Context

Program Framework—Outdated statutes, insufficient authority and a variable statutory base could impede the CFIA's ability to carry out its mandate to protect consumers from preventable health risks and unsafe or deceptive practices in a uniform manner. The CFIA will continue to pursue mechanisms to update and modernize its program and regulatory frameworks.

Retaining, strengthening and reinforcing rules and science-based approaches within the international regulatory framework will help to achieve Canada's regulatory objectives and security and protect Canadian exporters from discriminatory and unnecessary barriers. The Agency must continue to work through international institutions to help develop and operationalize international rules and in other international fora to promote the development of international standards and policies that are based on sound science to ensure that human, animal, ecosystem or plant life or health are protected in a world where trade is expanding.

Partnership: Roles and Responsibilities—In delivering the various aspects of its mandate, the Agency works with various external parties, including other government departments and other levels of government, other nations, industry, and national and international bodies. Given the number and complexities of these relationships, it is essential that all roles and responsibilities be aligned and coordinated to enable effective program delivery.

Strategies for mitigating risks and achieving expected results

As food safety, animal and plant health, and consumer protection issues continue to emerge, there is a need to integrate, modernize and consolidate standards and inspection techniques. A modernized legislative and regulatory foundation would move the Agency from a regulatory base that is variable across different commodities and in some cases outdated, to one that is modern, consistent, science-based and outcome-oriented. To respond to the need for more effective regulation of new products, the Agency is committed to pursuing strategies aimed at reducing barriers.

The CFIA employs two strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Improving and modernizing program and regulatory frameworks; and
- Strategy Two: Promoting national and international alignment.

Strategy One: Improving and modernizing program and regulatory frameworks

In order to advance Strategy One, the CFIA will:

- work toward implementing the government-wide **Cabinet Directive on Streamlining Regulation (CDSR)**[22], which is aimed at improving the Government of Canada's regulatory processes. As the Treasury Board of Canada Secretariat (TBS) develops frameworks and policies to support the CDSR, the Agency will integrate them into its regulatory development processes;

[22] For more information on the CDSR, visit the official Government of Canada regulations website: **http://www.regulation.gc.ca/directive/directive00-eng.asp**

- continue to contribute to the Government of Canada's **Paperwork Burden Reduction Initiative (PBRI)**[23] to measure the administrative burden imposed by government on small business and to pursue opportunities to reduce, rationalize and simplify regulatory requirements by up to 20% by November 2008;
- contribute to the **Growing Forward**[24] vision for agricultural policy and program development agreed upon on June 29, 2007, by federal, provincial and territorial Ministers of Agriculture;
- in support of the **National Aquatic Animal Health Program** (NAAHP), advance regulations under the *Health of Animals Act* to encompass aquatic animals and related reportable and notifiable diseases of trade concern;
- advance regulations to add a list of toxic substances to the *Health of Animals Regulations* to allow the CFIA to respond to toxic contamination events in the same manner as it responds to animal disease emergencies;
- advance regulatory amendments under *Canada Agricultural Products Act* with respect to *Fresh Fruit and Vegetables Regulations, Licensing and Arbitration Regulations, Dairy Regulations* and *Maple Regulations* in order to ensure fair and equitable trade practices;
- review **alcohol legislation** to develop legislative and policy options on underlying issues such as certification of age and origin characteristics for exported Canadian whisky; and
- further to the ***Organic Products Regulations***, published in December 2006, advance plans for 2008–09 and beyond to establish: a Canada Organic Office; develop a web-based performance management system for industry; and negotiate equivalency of regulations and standards with other countries.

The CFIA's complete regulatory plan for 2008–09 can be found in *Section III* of this report.

Learn About...
PLANT PROGRAMS MODERNIZATION

Within the Plant Health programs, significant program modernization initiatives are currently underway in both the areas of seed and fertilizer regulation. The objective of these program modernization initiatives is to minimize unnecessary regulatory burden, reduce barriers to innovation and trade, and to facilitate competitiveness of the Canadian agricultural sector while maintaining the highest safety, quality and environmental sustainability standards. These initiatives also focus on increasing transparency and strengthening the consultation capacity through ongoing dialogue, consensus building and active stakeholder engagement at all stages of the regulatory renewal process.

[23] For more information of the PBRI, visit the official Industry Canada PBRI website: **http://www.reducingpaperburden.gc.ca/epic/site/pbri-iafp.nsf/en/h_sx00001e.html**

[24] For more information, visit the official Agriculture and Agri-food Canada Growing Forward website: **http://www.agr.gc.ca/pol/grow-croiss/index_e.php**

Strategy Two: Promoting national and international alignment

In order to advance Strategy Two, the CFIA will:

- continue to **work on trade barriers with national partners and stakeholders** including provincial/territorial departments;
- continue to lead Canada's **participation in a number of international regulatory fora** including the WTO Sanitary and Phytosanitary Agreement discussions; the International Plant Protection Convention; and the World Organization for Animal Health (OIE);
- continue to work bilaterally and multilaterally with a number of national and international partners to **remain at the forefront of scientific developments and to advance sound, science-based decision making**; and
- promote the development and implementation of both **domestic and international science-based regulation** related to its mandate and regulatory responsibilities.

Learn About...

CFIA'S ENGAGEMENT IN INTERNATIONAL FORA

The CFIA leads Canada's participation in a number of international regulatory fora, including the WTO Sanitary and Phytosanitary Agreement[25] discussions; the International Plant Protection Convention; and, the World Organization for Animal Health (OIE). Additionally, the CFIA co-leads, with Health Canada, the government's participation in the Codex Alimentarius Commission, an international standard-setting organization, and actively participates in a variety of other international fora focussed on regulatory issues. (See Section IV for more information on the specific objectives of these international fora.)

The CFIA works bilaterally and multilaterally with a number of national and international partners to remain at the forefront of scientific developments and to advance sound, science-based decision making. Agency researchers strive to keep abreast of changing technologies and regulatory requirements by developing methods and diagnostic tools that support compliance and enforcement, and participate in negotiation of sanitary and phytosanitary measures that facilitate trade. International rules and standards form the basis for regulating imports and exports of products that could pose a risk to food safety, consumer protection, and animal and plant health.

The CFIA promotes the Canadian experience, objectives, and use of the best available scientific knowledge in the development of international agreements, arrangements and standards. The CFIA continues to make gains for Canada in the resolution of phytosanitary technical market access issues on exports. At the same time, the Agency considers international agreements, arrangements and standards when developing and updating standards here in Canada.

[25] Sanitary and Phytosanitary (SPS) Measures and Agreement: These are measures to protect human, animal and plant life or health and to ensure that food is safe to eat. For more information on the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement) visit the website: **http://www.wto.org/english/tratop_e/sps_e/spsagr_e.htm**

2.3b Program Activity: Domestic and International Market Access

Domestic and international market access programming contributes to securing the conditions for an innovative and prosperous economy. It does so primarily by enabling products to enter markets through the implementation and enforcement of an effective and efficient regulatory system that is accessible, understandable and responsive to domestic and international market requirements. Information provided to consumers by producers is verified as truthful and not misleading and Canadian products are verified as meeting high quality and safety standards.

Expected Result: Canadian producers of food, plants, animals and related products operate within a fair and efficient marketplace, from which Canadian consumers benefit	
Performance Indicators	**Targets**
The extent to which products, labels, and advertisements inspected are accurately represented	70 per cent of products, labels, and advertisements inspected are accurately represented[26]
Extent to which certified food, animal and plant shipments meet the receiving country's import requirements	≥ 99 per cent meet requirements
Extent to which the service standards within the plant program are met[27]	≥ 95 per cent of plant programs applications which are subject to service standards are completed within the service standard identified

Financial Resources ($ millions)		
2008–09	**2009–10**	**2010–11**
30.3	28.6	28.7

Human Resources (FTEs)		
2008–09	**2009–10**	**2010–11**
496	496	496

Risk Context

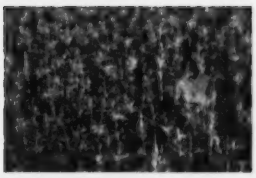
Program Framework—Potential misalignment of Canadian inspection systems with international demands may increase the risk associated with diminished market access for Canadian producers. The CFIA's program framework must have the capacity required to develop inspections systems that will address risks in an effective manner to respond to international and domestic market demands and maintain international and domestic confidence in Canada's inspection systems.

Strategies for mitigating risks and achieving expected results

International trade requirements, the security of Canada's food supply and resource base, and increasing consumer demands require a more proactive and flexible approach in system design and delivery in order to protect consumers and enhance market access. In a fair marketplace, there is an expectation that buyer and seller have equal power. The CFIA is responsible for promoting and maintaining fair competition by, among other things, setting labelling standards that mitigate the risk of false or misleading representation of products.

[26] The Agency conducts targeted inspections of products, labels and advertisements to find those that are more likely to be in non-compliance. As a result, the target of 70% is deemed appropriate.

[27] The plant program has various service standards in relation to the applications they receive. This indicator is a measure of the extent to which they are able to achieve the established standards.



The CFIA employs three strategies under this program activity to mitigate the identified risks and achieve the expected result:

- Strategy One: Protecting consumers and the marketplace from unfair practices;
- Strategy Two: Contributing to a fair and efficient marketplace and improving market access; and
- Strategy Three: Promoting the security of Canada's food supply and agricultural resource base.

Strategy One: Protecting consumers and the marketplace from unfair practices

In order to advance Strategy One, the CFIA will:

- continue to **promote compliance by conducting trader education** in regulatory requirements by investigating consumer and trade complaints; inspecting and testing food products at the manufacturing, retail and import levels of trade; and by taking effective compliance and enforcement action. [Nutrition labelling planned activities are discussed in Strategic Outcome One under Program Activity 2.1a.];

Learn About...
FAIR LABELLING PRACTICES

The Government of Canada requires basic labelling information on all pre-packaged food products to protect consumers and provide them with accurate information. Canadians have asked for more information to assist them in making more informed decisions and food choices.

Fair Labelling Practices—The Fair Labelling Practices Program protects consumers from deceptive practices (e.g., unfairly and inaccurately presenting net weight and contents through labelling). It also facilitates fair competition for industry by verifying that the labels on their products comply with the provisions of the *Food and Drug Regulations* and the *Consumer Packaging and Labelling Regulations* that relate to net quantity, composition, labelling and advertising. These provisions apply to both domestically produced and imported food products.

The CFIA is responsible for enforcing food labelling provisions in Canada and plays a key role in protecting consumers and in enabling them to make informed choices. Through its technical committee process, the CFIA identifies and prioritizes potential deceptive labelling practices in the marketplace, and develops strategies to direct inspection and laboratory resources towards products and establishments determined to pose the greatest non-compliance risk to consumers.

The CFIA also requires labelling for a number of commodities such as seed and fertilizers to mitigate the risk of false or misleading representation of products. Regulatory oversight of product quality and/or efficacy in these areas also ensures consumer protection.

- continue to **conduct research and lead initiatives that will enhance the CFIA's capacity to address product misrepresentation issues**. Planned activities for 2008–09 include a review of the labelling policy for the "**Product of Canada**" claims. The CFIA will also begin the development of a policy framework to clarify the scope of CFIA's consumer protection mandate;
- contribute to the Government of Canada review of its current voluntary "Product of Canada" and "Made in Canada" labelling policies; and
- continue to promote compliance with consumer protection elements in non-food sectors, such as seed and fertilizers, through label review in order to mitigate against the risk of false or misleading representation of products. Regulatory oversight of product quality and/or efficacy in these areas will also ensure consumer protection.

Strategy Two: Contributing to a fair and efficient marketplace and improving market access

In order to advance Strategy Two, the CFIA will:

- continue to promote the acceptance and implementation of **Good Importing Practices** (GIP) with industry in order to encourage importers of agri-food products to develop and put in place hygiene controls to improve food safety outcomes and enhance compliance with regulations;
- continue to work towards an **Enhanced Import Control Program** to provide equivalency for domestic food-related trade requirements. The CFIA will conduct a horizontal review of import control programs; enhance import control activities; amend policies to provide clear directives to importers in meeting all regulatory requirements; and clarify procedures for inspectors in conducting compliance verification activities;
- together with the Canada Border Services Agency, continue to work towards the **Single Window Initiative (SWI)** which endeavours to implement a streamlined approach for the electronic collection, use and dissemination of commercial trade data. The SWI will provide a single interface that will allow traders to fulfil all import, export and transit-related regulatory requirements more efficiently, thereby reducing the paper burden and potential duplication posed by the current system;
- contribute to the development of **E-certification and Electronic Data Interchange** for meat and plant products in order to reduce paper burden on industry and wait times at the border; and
- develop and implement a dedicated **Destination Inspection Service** for fresh fruits and vegetables, the objective of which is to deliver timely, non-biased quality inspections for fresh fruits and vegetables, to be used for dispute resolution purposes. Plans for 2008-09 and beyond include the development of a national training program to enable consistency in program delivery and the implementation of an integrated and comprehensive information system.

Learn About...
EXPORT CERTIFICATION

The CFIA is recognized by foreign governments as the competent authority in Canada for the regulation of food, plants and animals. As a result, the CFIA is involved in marketplace monitoring and is also requested to certify thousands of export shipments each year, attesting to the safety of Canadian products and the rigour of Canada's inspection system. The certification process plays an important role in Canada's international trade and helps to protect the excellent international reputation of Canada's exports of foods, plants, animals and associated products.

Strategy Three: Promoting the security of Canada's food supply and agricultural resource base

In order to advance Strategy Three, the CFIA will:

- continue to **promote the safety of imported products** that enter Canada by working with partners, such as the Canada Border Service Agency, to close potential gaps in security that may threaten the food supply, crops and livestock from invasive organisms; and
- under the umbrella of the **Security and Prosperity Partnership** (SPP)[28], the CFIA will continue to work with partners to develop mechanisms to enhance cooperation and information exchange on food safety within North America.

[28] For more information, visit the official Government of Canada SPP website: **http://www.spp.gov/**

Section III: Supplementary Information

This section contains the following information:

- 3.1 Financial Tables

The following tables can be found in the electronic version of the CFIA's RPP on the Treasury Board of Canada Secretratiat's website at **http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp**

- Services Received Without Charge
- Summary of Capital Spending by Program Activity
- Sources of Respendable and Non-Respendable Revenue
- Agency Regulatory Plan
- Horizontal Initiatives
- Internal Audits
- Evaluations
- Green Procurement

3.1 Financial Tables

Table 1: Agency links to the Government of Canada Outcomes

Expected Results		Planned Spending ($ millions) 2008–09	2009–10	2010–11	Alignment to Government of Canada Outcome Area
Strategic Outcome: Public health risks associated with the food supply and transmission of animal diseases to humans are minimized and managed					
Food Safety and Nutrition Risks	Risks associated with food, including nutrition, are managed within acceptable limits	260.9	254.2	254.8	Healthy Canadians
Zoonotic Risk	Risks of the transmission of animal diseases to humans are managed within acceptable limits	126.1	101.6	102.0	Healthy Canadians
Strategic Outcome: A safe and sustainable plant and animal resource base					
Animal Health Risks and Production Systems	Risks to the animal resource base are managed within acceptable limits	74.7	70.8	71.0	Strong economic growth
Plant Health Risks and Production Systems	Risks to the plant resource base are managed within acceptable limits	79.0	77.0	62.6	Strong economic growth
Biodiversity Protection	Risks to the biodiversity within the animal and plant resource base are managed within acceptable limits	14.8	13.9	13.9	A clean and healthy environment
Strategic Outcome: Contributes to consumer protection and market access based on the application of science and standards					
Integrated Regulatory Frameworks	The CFIA's regulatory framework provides the greatest net benefit for Canadians as it is based on scientific approaches and takes into account international contributions and stakeholders' interests	19.5	18.3	18.4	A fair and secure marketplace
Domestic and International Market Access	Canadian producers of food, plants, animals and related products operate within a fair and efficient marketplace, from which Canadian consumers benefit	30.3	28.6	28.7	A prosperous Canada through global commerce

Section IV: Other Items of Interest

This section contains other items of interest related to the CFIA's 2008–09 plans and priorities. The following items are included:

- 4.1 Sound Agency Management
- 4.2 Partners and Stakeholders
- 4.3 Acronyms

4.1 Sound Agency Management

The MAF sets out the Treasury Board's expectations of senior public service managers for good public service management. The framework provides a vision of excellence in management that is the basis for initiatives to improve performance launched at all levels of organizations within the federal government.

The CFIA uses the results of annual MAF assessments to report to Parliament on management plans and performance in the RPP.

Over the next years the CFIA will continue to integrate the overall modern management principles of MAF, demonstrating the Agency's commitment to accountability and sound management.

This section highlights the CFIA's key management initiatives for 2008–09 (in addition to the Management Priorities identified in section I of this report).

More information on the MAF can be found at: **http://tbs-sct.gc.ca/maf-crg/index_e.asp**.

4.1.1 Key Management Initiatives:

MAF Element: Citizen-focused Service

Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

Quality Management in Operations—"Consistency Initiative"

Since September 2003, the CFIA has taken steps to improve the consistency of operational delivery of the Agency's services across the country. A key component is the implementation of a quality management system which applies to three broad areas of activity: verification of compliance to regulations, provision of services for fees, and incident management.

The Quality Management System and Consistency Initiative, while internal processes, will have a definite impact on Canadians through the improvement of our effectiveness and impact in delivering the CFIA mandate. Implementation of consistency initiatives will continue for all program sectors in 2008–09.

Compliance and Enforcement Policy

In 2008, the CFIA issued a new Compliance and Enforcement Policy. The 2008 Policy is in place to update and address various issues with the previous Compliance and Enforcement Policy. The Agency needs to ensure that all stakeholders understand the principles that guide the CFIA in carrying out its compliance and enforcement activities. The 2008 Policy aims to:

- explain how the CFIA interprets compliance and enforcement;
- clarify the roles and responsibilities of regulated parties and CFIA officials; and
- promote the concepts of consistency, fairness and transparency.

The CFIA's plans for 2008–09 relating to the 2008 Compliance and Enforcement Policy include internal and external communication initiatives; development and implementation of enforcement strategies for agricultural inputs, animal and plant health, and food; and development of training material to support the 2008 Policy.

Corporate Communications Strategy

In 2008–2009, the CFIA will implement a proactive Corporate Communications Strategy (CCS). The multifaceted strategy will guide communications activities across the CFIA over the next 3 years (2008–2011).

Management issues that CCS will address include:

- delivering on the Government's priority and Communications Policy objective of providing communications programs that are well-coordinated, effectively managed and responsive to the diverse needs of all its stakeholders;
- continuing to meet the Management Accountability Framework (MAF) expectation for "Citizen Focussed Service" by responding to citizens'/clients' needs and expectations, informing the public and stakeholders of CFIA government policies, programs and services and ensuring that communications services and programs are designed around the needs, expectations and abilities of citizens/clients; and
- supporting the delivery of the CFIA's long-term plans and priorities by providing effective and rapid communications programs and responses.

MAF Element: Stewardship

The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

Strategic Review

In 2007, the Canadian Food Inspection Agency conducted an in-depth review of the funding, relevance and performance of all its programs and spending to ensure results and value for money from programs that are a priority for Canadians. The results of this Strategic Review were submitted to Treasury Board last fall, for subsequent review by Cabinet. The results of this Review will be reflected in future reporting to Parliament.

Procurement and Contract Management

The CFIA delegation of Financial Signing Authorities provides managers with Spending Authority but restricts all Contracting Authority above $10K to Finance, Administration and Information Technology Branch employees within the National Procurement and Contracting Services (NPCSC) and the National Asset and Fleet Management Services Center (NAFMSC).

The organizational structure and mandate of the NPCSC continues to evolve to remain in line with the Government of Canada "Way Forward" Procurement Reform initiative. The organization's approach continues to shift from transactional to providing strategic procurement planning and sourcing advisory services. Under the Acquisition Card program, the NPCSC is looking at ways to increase the use of this efficient procurement tool. The NPCSC is also reviewing the Emergency Contracting Policy and Procedures with the view that goods and services required for emergency response be delivered in a timely fashion without compromising financial controls.

Integrated Asset Management Framework (IAMF)

The CFIA's Integrated Asset Management Framework (IAMF) was developed in response to the Treasury Board condition on the 2005 approval of the Agency's Long-term Capital Plan for 2005–06 to 2009–10.

The CFIA's asset portfolio plays an integral part in providing sound agency management. CFIA's IAMF will ensure sound management and safeguarding of real property and moveable assets (critical information technology infrastructure, fleet vehicles, and capital equipment) and include a governance regime for asset management strategies, integrated capital investment planning, and process improvements for life-cycle management practices.

The IAMF is a continuously evolving management regime. In 2008–09, an Environmental Strategy for the Management of Assets will be developed. The strategy will provide direction for the implementation of best practices to meet current environmental challenges and their various management responsibilities for the lifecycle management of assets. It will contain an action plan that will layout the scope, timelines, and resources (human and financial) to implement the strategy, and will also include four environmental management directives (for fleet, real property, IT, and laboratory and scientific equipment) to guide the implementation of the action plan.

By the end of 2008–09, the Major Capital Investment Planning Directive will be complete and under implementation Agency-wide. The Directive will provide formal direction for the management and accountability of capital investment planning for the Agency's capital assets.

For the effective implementation of IAMF, providing employees with the skills and knowledge to be successful in their job as asset experts is of paramount importance. A Core Competency Guide for Asset and Security Management Directorate (ASMD) has been developed. Core Competency profiles are a set of competencies and levels of proficiency required for achieving quality results in a specific business role. By the end of 2008–09, a core competency baseline for ASMD employees and the related positions will be established. The baseline will be used to link training and learning opportunities to the business of the Agency and ensure that ASMD employees have the skills, knowledge, attributes, and values required for the delivery of an efficient and effective asset portfolio.

Environmental Management Program

As an agency of the federal Government, the CFIA is responsible for ensuring that its activities and operations are conducted in an environmentally sustainable manner and meet federal environmental laws and policies. With the announcement of a revised environmental policy in 2007, the Agency has committed itself to complying with applicable environmental regulatory requirements, reducing resource consumption and associated operating costs, reducing environmental liabilities and impacts as well as conserving significant biological resources. One of the main drivers for this initiative is the Government of Canada's effort to green its own operations as well as supporting the Federal Government's Ecoaction plan to reduce greenhouse gases and air pollution.

In 2008–09, the CFIA will:

- increase employee awareness of CFIA environmental policy and increase employee participation in environmental management programs and initiatives;
- manage and minimize the release of pollutants into the environment;
- integrate environmental considerations into CFIA decision-making; and
- conserve resources and communicate best practices.

Specific targets:

- The CFIA commits to reducing, by 10%, its greenhouse emissions per vehicle kilometre from CFIA fleet by 2010;
- The CFIA plans to implement its environmental communication strategy and tools by 2009; and
- The CFIA plans to reduce by, 10%, its average per person mass of solid waste generated by 2010.

Strategic Plan for Sustainable Development

As an agency responsible for food safety, animal health and plant protection, the CFIA must manage significant issues with potential economic, environmental and social impacts. A sustainable development plan for the Agency would aim to consider social and environmental issues along side economic priorities in policy development, management practices and decision making procedures. Although the CFIA is not obligated to table a sustainable development strategy in the House of Commons, outlining its plan forward on sustainable development would position the Agency in step with Government of Canada priorities and strategies, as sustainability is one of the federal government's main goals.

In 2008–09, the CFIA will:

- complete a Strategic Plan for Sustainable Development;
- identify of pilot projects (sustainable initiatives); and
- carry out education and awareness activities.

4.2 Partners and Stakeholders

Food safety and public health as well as animal and plant health and production systems are complex activities which can involve the expertise and interdependence of many of the groups and organizations charged with protecting the health of Canadians, our environment and our economy. Some the CFIA's partners and stakeholders are:

- **Industry:** Farmers, processors, distributors and retailers must all work to ensure that food safety is maintained throughout the production and distribution continuum. Industry may also help to identify potential issues and assist in food safety investigations and recalls.

  Farmers, growers, producers, importers, exporters, product developers/manufacturers and their industry associations all contribute to the proper introduction and use of agricultural inputs as well as the protection of the plant and animal resource from plant health and animal health risks.

- **Consumers:** Consumers are responsible for the safe handling and preparation of foods in the home. Safe practices, such as fully cooking ground beef, can eliminate the most common food-borne risks such as *E. Coli* contamination, which makes education a vital part of any food safety strategy. Also, consumer complaints play a significant role in triggering food safety investigations by the CFIA. Consumers are also responsible for the proper use of agricultural products such as feed, fertilizer or Plants with Novel Traits, and to follow the regulations to prevent the introduction and spread of plant and animal pests and diseases. For example, in an area under quarantine for Emerald Ash Borer, residents must take responsibility to follow the regulatory requirements and not move regulated products such as firewood which could cause the pest to spread. Consumers are also responsible to ensure that their pets are vaccinated against rabies in order to mitigate the spread of the disease.

- **Health Professionals:** When people fall ill, a physician is often the first point of contact for treatment and will inform public health officials if a food link is suspected. Also, the safety of food derived from animals is intrinsically tied to the health and well-being of livestock. Therefore, veterinarians, given their role in overseeing the use of veterinary drugs and in monitoring animal health, are also critical to securing a safe food supply.

- **Provincial and Municipal Public Health Community:** During a food-borne illness outbreak or investigation, these organizations often collect evidence and undertake epidemiological investigations to demonstrate a linkage between a consumed food and a human illness. As many of the CFIA's investigation and recall activities are predicated on this work, the speed and efficiency with which it is completed play a major role in shaping the CFIA's actions.

- **Provincial/Territorial Food Safety Departments:** These partners are responsible for approximately 70 provincial statutes relating to food manufactured, traded or sold within their respective borders. However, there are significant differences among jurisdictions with respect to their capacity to carry out inspection and enforcement activities. Provinces and territories may also work with the CFIA on food-borne illness investigations.

- **Provincial and Municipal Agricultural and Environmental Departments:** The Agency recognizes the value of working with provincial and municipal governments to address threats posed by plant and animal pests and diseases, including invasive species. Effective response requires a wider range of tools and expertise than is found in any single agency; by sharing expertise and acting jointly to prevent the introduction, spread or impacts of critical species, governments can protect Canadian resources. In addition, these partners play a significant role in the oversight of agricultural products/inputs at specific points along the product continuum from application through disposal.

- **Federal Departments and Agencies:**

  - **The Canadian Food Inspection Agency** is responsible for all federal food inspection and compliance activities as per Health Canada's regulatory requirements, and is also responsible for the development and enforcement of all non-health and safety related requirements that apply to food. (e.g. truthful labelling, grade standards, compositional requirements). The CFIA is also responsible for safety and efficacy/quality assessments of agricultural inputs and for the regulatory oversight protecting plant health and animal health along with the inspection and audit activities associated with these programs;

  - **Health Canada** is responsible for establishing regulations and standards relating to the safety and nutritional quality of food sold in Canada;

  - **Pest Management Regulatory Agency** is responsible for establishing regulations and standards relating the safety and use of pest control products in Canada.

  - **Agriculture and Agri-Food Canada** provides funding for initiatives that help to strengthen the national food safety system (e.g. on-farm food safety programs). They also provide high level policy direction and support for initiatives related to agricultural inputs, innovative agricultural products, and compensation associated with plant and animal health programs;

  - **The Public Health Agency of Canada** implements national surveillance and alert systems for potential food-borne illness outbreaks;

  - **Canadian Grain Commission** main activities include the regulation of grain handling in Canada, and the establishment and maintenance of standards of quality for Canadian grains;

  - **Public Safety Canada** was created in 2003 to ensure coordination across all federal departments and agencies responsible for national security and the safety of Canadians;

  - **The Canada Border Services Agency** is responsible for providing integrated border services that support national security and public safety priorities and facilitate the movement of persons and goods, including animals and plants, that meet all import requirements under the program legislation;

  - **Fisheries and Oceans Canada** is the federal government department responsible for developing and implementing policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters;

  - **Natural Resources Canada** champions innovation and expertise in earth sciences, forestry, energy and minerals and metals to ensure the responsible and sustainable development of Canada's natural resources;

- **Canadian Forest Services** promotes the responsible and sustainable development of Canada's forests. They play a strong research role relating to plant health risks associated with our forest resource;
- **Foreign Affairs and International Trade** has the mandate to strengthen rules-based trading arrangements and to expand free and fair market access at bilateral, regional and global levels. It works with a range of partners inside and outside government to achieve increased economic opportunity and enhanced security for Canada and for Canadians at home and abroad;
- **Environment Canada's** mandate is to preserve and enhance the quality of the natural environment; conserve Canada's renewable resources; conserve and protect Canada's water resources; forecast weather and environmental change; enforce rules relating to boundary waters; and coordinate environmental policies and programs for the federal government;

• **International bodies:**

- **World Trade Organization** (WTO): The WTO establishes the multilateral rules which govern global trade. The Agreement on Sanitary and Phytosanitary (SPS) Measures of the WTO outlines how governments can adopt food safety and animal and plant health measures without creating unncessary barriers to trade;
- **World Organisation for Animal Health** (OIE): The OIE is an organization for which the main objectives are to ensure transparency in the global status of animal disease and zoonotics and, through a number of activities, to safeguard world trade by publishing health standards for international trade in animals and animal products. As a member country, Canada is a key player in OIE standard-setting processes and has access to early notification of animal disease outbreaks that may affect trade;
- **Codex Alimentarius Commission** (Codex): Codex is an international standard-setting organization created by the Food and Agriculture Organization (FAO) of the United Nations and the World Health Organization (WHO). The WHO's mandate is to develop food standards to protect the health of consumers and to facilitate fair practices in international food trade;
- **International Plant Protection Convention** (IPPC): The IPPC is an international treaty to secure action to prevent the introduction and spread of pests of plant products and to promote appropriate measures for their control.
- **North American Plant Protection Organization** (NAPPO): The NAPPO provides a continental approach to plant protection by affording a means of sharing information and furthering common goals in regional plant health activities;
- **Organisation for Economic Co-operation and Development** (OECD): The OECD brings together the governments of countries from around the world to support sustainable economic growth, boost employment, raise living standards, maintain financial stability assist other countries' economic development and contribute to growth in world trade. The OECD also shares expertise and exchanges views with countries and economies. The CFIA has chaired the OECD Seed Schemes, which certify seed varieties being traded internationally, ensuring consistently high-quality seed. The CFIA has also contributed to the development of international standards and programs for seeds, such as standards for canola.

4.3 Acronyms

AAF	Agriculture and Agri-Food
AAFC	Agriculture and Agri-Food Canada
AI	Avian Influenza
APF	Agricultural Policy Framework
ASMD	Asset and Security Management Directorate
BSE	Bovine spongiform encephalopathy
CAHSN	Canadian Animal Health Surveillance Network
CBRN	Chemical, Biological, Radiological and Nuclear
CBSA	Canada Border Services Agency
CCIA	Canadian Cattle Identification Agency
CDSR	Cabinet Directive on Streamlining Regulation
CFIA	Canadian Food Inspection Agency
CFS	Canadian Forest Service
CMHS	Canadian Meat Hygiene Standard
CODEX	Codex Alimentarius Commission
CRSB	Canadian Regulatory System for Biotechnology
CRP	Corporate Risk Profile
CRTI	Chemical, Biological, Radiological and Radio-Nuclear Research and Technology Initiative
DFO	Fisheries and Oceans Canada
DND	Department of National Defence
EBP	Employee Benefit Plan
EC	Environment Canada
EPC	Executive Policy Committee
EU	European Union
F/P/T	Federal/Provincial/Territorial
FAD	Foreign Animal Disease
FBIP	Federal Biodiversity Information Partnership
FF&V	Fresh fruits and vegetables
FMD	Food and Mouth Disease
FSEP	Food Safety Enhancement Program
FTEs	Full-time equivalent
GIP	Good Importing Practices
GoC	Government of Canada
HACCP	Hazard Analysis Critical Control Point

HC	Health Canada
HR	Human Resources
IAMF	Integrated Asset Management Framework
IAS	Invasive Alien Species
IC	Industry Canada
IM/IT	Information Management/Information Technology
IRM	Integrated Risk Management
InterVac	International Vaccine Centres
IPPC	International Plant Protection Convention
MAF	Management Accountability Framework
MOU	Memorandum of Understanding
MRRS	Management, Resources and Results Structure
NAAHP	National Aquatic Animal Health Program
NABS	National Avian Biosecurity Strategy
NAFMSC	National Asset and Fleet Management Services Center
NAHS	National Animal Health Strategy
NAPPO	North American Plant Protection Organization
NPBS	National Plant Biosecurity Strategy
NPCSC	National Procurement and Contracting Services
NRCAN	Natural Resources Canada
OECD	Organisation for Economic Co-operation and Development
OFFS	On-Farm Food Safety
OIE	World Organisation for Animal Health
PAA	Program Activity Architecture
PBRI	Paperwork Burden Reduction Initiative
PHAC	Public Health Agency of Canada
PMF	Performance Management Framework
PNTs	Plants with novel traits
PRP	Poultry Rejection Policy
PSAT	Public Security and Anti-Terrorism
QMP	Quality Management Program
RFP	Request for Proposal
RPP	Report on Plans and Priorities
SPS	Sanitary and Phytosanitary
SPP	Security and Prosperity Partnership of North America
SRM	Specified risk material

SWI	Single Window Initiative
S&T	Science and technology
TBS	Treasury Board Secretariat
TSEs	Transmissible spongiform encephalopathies
WTO	World Trade Organization
UK	United Kingdom